

## Notice of Meeting and Agenda Glasgow & the Clyde Valley Strategic Development Planning Authority Joint Committee

Date	Time	Venue
Monday, 13 March 2017	11:15	Clydeplan Offices, Lower Ground Floor, 125 West Regent Street, Glasgow G2 2SA

KENNETH GRAHAM  
Head of Corporate Governance

### Membership

Councillors Dempsey and Moir (East Dunbartonshire Council); Buchanan and McCaskill (East Renfrewshire Council); Redmond and Scanlon (Glasgow City Council); McCormick and Wilson (Inverclyde Council); Coyle and Griffin (North Lanarkshire Council); B Brown and Nicolson (Renfrewshire Council); Dunsmuir and Thompson (South Lanarkshire Council); and McAllister and O'Neill (West Dunbartonshire Council).

### Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at [www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx](http://www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx)

For further information, please either email [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk) or telephone 0141 618 7112.

## Items of business

### Apologies

Apologies from members.

### Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

- |           |  |                  |
|-----------|--|------------------|
| <b>1</b>  | <b>Minute</b>  | <b>5 - 8</b>     |
|           | Minute of the meeting of the Joint Committee held on 12 December 2016.                       |                  |
| <b>2</b>  | <b>Revenue Budget Monitoring Report</b>  | <b>9 - 12</b>    |
|           | Joint report by the Treasurer and the Strategic Development Plan Manager.                    |                  |
| <b>3</b>  | <b>Corporate Purchasing Card Expenditure</b>   | <b>13 - 16</b>   |
|           | Joint report by the Treasurer and the Strategic Development Plan Manager.                    |                  |
| <b>4</b>  | <b>Annual Audit Plan 2016/17</b>   | <b>17 - 32</b>   |
|           | Report by the Treasurer.   |                  |
| <b>5</b>  | <b>SDP2 Examination Update</b>   | <b>33 - 34</b>   |
|           | Report by the Strategic Development Plan Manager.  |                  |
| <b>6</b>  | <b>Review of the Planning System in Scotland - Scottish Government Consultation Document</b> | <b>35 - 60</b>   |
|           | Report by the Strategic Development Plan Manager.  |                  |
| <b>7</b>  | <b>Clydeplan Annual Report 2016</b>  | <b>61 - 66</b>   |
|           | Report by the Strategic Development Plan Manager.  |                  |
| <b>8</b>  | <b>Development Plan Scheme and Participation Statement 2017/18</b>                           | <b>67 - 92</b>   |
|           | Report by the Strategic Development Plan Manager.  |                  |
| <b>9</b>  | <b>Clydeplan Business Continuity Plan</b>  | <b>93 - 128</b>  |
|           | Report by the Strategic Development Plan Manager.  |                  |
| <b>10</b> | <b>Proposed Clydeplan/Strathclyde Partnership for Transport Concordat</b>                    | <b>129 - 136</b> |
|           | Report by the Strategic Development Plan Manager.  |                  |

**11 Glasgow and the Clyde Valley Green Network Partnership 137 - 138**  
**- Administering Partner Arrangements**

Report by the Strategic Development Plan Manager.

**12 Date of Next Meeting**

The next meeting of the Joint Committee is scheduled to be held on 12 June 2017 at the offices of Glasgow City Council.



## Minute of Meeting

### Glasgow & the Clyde Valley Strategic Development Planning Authority Joint Committee

Date	Time	Venue
Monday, 12 December 2016	11:15	Clydeplan Offices, Lower Ground Floor, 125 West Regent Street, Glasgow G2 2SA

#### PRESENT

Councillor Dempsey (East Dunbartonshire Council); McCaskill (East Renfrewshire Council); Scanlon (Glasgow City Council); Wilson (Inverclyde Council); B Brown (Renfrewshire Council); Dunsmuir (South Lanarkshire Council); and O'Neill (West Dunbartonshire Council)

Councillor Scanlon, Convener, presided.

#### IN ATTENDANCE

D McDonald, Assistant Strategic Development Plan Manager and S Tait, Strategic Development Plan Manager ( both Strategic Development Plan Core Team); M Hislop, GCV Green Network Partnership Manager (GCV Green Network Partnership); G McCarney, Planning and Building Standards Manager (East Renfrewshire Council); N Urquhart, Team Leader Sustainability Policy (East Dunbartonshire Council); C Johnstone, Group Manager (Glasgow City Council); S Jamieson, Head of Economic and Social Regeneration (Inverclyde Council); L Bowden, Business Manager (Strategic Planning) (North Lanarkshire Council); F Carlin, Head of Planning and Housing Services, V Howie, Finance Business Partner, E Currie, Senior Committee Services Officer and K Brown, Committee Services Officer (all Renfrewshire Council); G Cameron, Planning and Building Standards Manager HQ (South Lanarkshire Council); and P Clifford, Planning and Building Standards Manager (West Dunbartonshire Council).

#### APOLOGIES

Councillor Moir (East Dunbartonshire Council); Buchanan (East Renfrewshire Council); Redmond (Glasgow City Council); Griffin (North Lanarkshire Council); and Provost McAllister (West Dunbartonshire Council).

#### DECLARATIONS OF INTEREST

There were no declarations of interest intimated prior to the commencement of the meeting.

## 1 **MINUTE**

There was submitted the Minute of the meeting of the Joint Committee held on 12 September 2016.

**DECIDED:** That the Minute be approved.

## **SEDERUNT**

Councillor Dunsmuir entered during consideration of the following item.

## 2 **CLYDEPLAN UPDATE**

There was submitted an update report by the Strategic Development Plan Manager relative to the Strategic Development Plan (SDP) Examination, the review of the Scottish Planning System and the Glasgow City Region Portfolios.

The report intimated that as part of the ongoing SDP Examination process, the Reporter had issued six further information requests and on the 18 November 2016 the Reporter indicated that he wished to hold a hearing to cover issues on housing related matters. Appendix 1 to the report detailed the further information requests and Appendix 2 to the report detailed the agenda for the hearing. The hearing was scheduled for one day and would be held on 14 December 2016 in Renfrew Town Hall. The Reporter had indicated an initial estimate of cost of £18,200 (plus VAT), which was based on 90 days Reporters work and 5 days admin work at 50% of the Local Development Plan cost rates. These costs would be met from Clydeplan's current earmarked balances.

The report detailed that on 12 and 13 September 2016, the Scottish Government held a two day working session on the review of the Scottish Planning System's recommendations. The Strategic Development Plan Manager attended the Development Planning session and the Assistant Manager attended the Housing session. A further Development Planning working group session was held on 1 November 2016. The four Strategic Development Planning Authority Managers also met with the Scottish Government on 8 November 2016 and the review was considered as part of Heads of Planning on 9 November 2016. It was intimated that the Scottish Government would publish their consultation paper in January 2017 to enable a Planning Bill to be brought forward in 2017. A report on the consultation paper would be brought to the next meeting of the Joint Committee.

The report highlighted that the Glasgow City Region Cabinet had set up eight portfolios which it was intended would strengthen leadership at the city region level beyond that of the City Deal related projects and activities. Each portfolio had a role and remit and were establishing work plans. The engagement of key stakeholders was an important part of the emerging process. Clydeplan had increasingly become involved in a number of portfolios, in particular, Enterprise and Economic Growth, Land Use and Sustainability and Housing and Equalities. Clydeplan had also actively been involved in the development of the emerging Regional Economic Strategy and in discussions around the establishment of the new City Region Intelligence/Research Hub. It was proposed that regular reports be brought to the Joint Committee on Clydeplan's involvement in the emerging Glasgow City Region portfolios to ensure future work programmes and outputs were aligned in support of the SDP's Vision and Spatial Development Strategy.

**DECIDED:**

(a) That the update on the SDP Examination and the intention for a hearing to be held into housing related issues be noted;

(b) That the ongoing engagement and publication by Scottish Government in January 2017 of a consultation paper on the review of the Scottish planning system be noted; and

(c) That the increasing involvement of Clydeplan in the work of the Glasgow City region portfolios be noted.

### **3 GLASGOW AND THE CLYDE VALLEY GREEN NETWORK PARTNERSHIP BUSINESS PLAN 2017/20 AND PROGRAMME PLAN 2017/18**

There was submitted a report by the Glasgow & Clyde Valley Green Network Partnership Manager relative to the Glasgow and the Clyde Valley Green Network Partnership (GCVGNP) Business Plan 2017/20 and the local authority contributions to support the Business Plan for 2017/18.

The report intimated that the GCVGNP Business Plan provided guidance to the GCVGNP Board on the delivery of the Glasgow and the Clyde Valley Green Network Programme for the three-year period 2017/20. Copies of the Programme Plan 2017/18 and Business Plan 2017/20 were appended as Appendix 1 and 3 to the report and provided a review of progress against the Partnership's remit, a plan for the continuing development of the Green Network Programme in 2017/18 and the Programme Management Budget for 2017/18.

The report highlighted that the budget for the GCVGNP in 2017/18 was £210,000, which comprised contributions from partner agencies and local authorities. The local authority contribution to the 2017/18 budget was £93,386 and the contribution from each authority was calculated pro rata based on population size and a breakdown of the individual authorities' contribution was outlined within the report. The GCVGNP Manager gave a presentation on the GCVGNP Business Plan highlighting the main aims and objectives for 2017/18.

#### **DECIDED:**

(a) That the content of the GCVGNP Business Plan be noted; and

(b) That the allocation of local authority contributions to support the delivery of the Business Plan be approved.

### **4 REVENUE BUDGET MONITORING REPORT**

There was submitted a joint report by the Treasurer and Strategic Development Plan Manager for the period 1 April to 11 November 2016.

**DECIDED:** That the report be noted.

### **5 CORPORATE PURCHASING CARD EXPENDITURE**

There was submitted a joint report by the Treasurer and the Strategic Development Plan Manager detailing the list of expenses incurred through corporate procurement card payment by type and employee for the period 20 August to 11 November 2016.

**DECIDED:** That the report be noted.

## 6 REVENUE ESTIMATES

There was submitted a report by the Treasurer, in consultation with the Strategic Development Plan Manager, relative to the revenue estimates of the Glasgow & the Clyde Valley Strategic Development Plan Authority and included the requisition of the constituent authorities for the financial year 2017/18.

The report intimated that the unaudited accounts for the year ended 31 March, 2016 indicated the level of reserves as £258,488. Of these reserves, £192,486 was earmarked for specific purposes, with £66,002 held in General Reserves. It was anticipated that the level of earmarked reserves would ensure that the Authority's statutory mandate was achieved and that the impact of the increased workload experienced at certain periods over the five year cyclical production of the Strategic Development Plan (SDP) could be reserved.

The report highlighted that given the ongoing review of the planning system and the current financial climate, operational costs would remain under review and any savings which may arise would be brought forward to a future meeting. The level of reserves would also remain under review and any proposed draw on reserves (general and earmarked) would be reported as appropriate to the Joint Committee.

### **DECIDED:**

(a) That the revenue estimates for financial year 2017/18 and the related requisitions of the constituent authorities be agreed; and

(b) That it be agreed that the Strategic Development Plan Manager, in conjunction with the Treasurer, present a report to a future meeting of the Joint Committee should its remit and finances be materially affected by any future member authority policy decisions.

## 7 REVISED FINANCIAL REGULATIONS

There was submitted a report by the Treasurer relative to the revision of the Financial Regulations undertaken in response to a recommendation by Audit Scotland in the "Annual Report to Members and the Controller of Audit" issued with the Annual Accounts for financial year 2015/16. A copy of the updated Financial Regulations was appended to the report.

**DECIDED:** That the revised Financial Regulations be approved.

## 8 DATE OF NEXT MEETING

**DECIDED:** That it be noted that the next meeting of the Joint Committee would be held on 13 March 2017 at the offices of East Dunbartonshire Council.



**GLASGOW AND THE CLYDE VALLEY STRATEGIC DEVELOPMENT PLANNING  
AUTHORITY JOINT COMMITTEE**

**To:** Joint Committee

**On:** 13 March 2017

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**Report by:** The Treasurer and the Strategic Development Plan Manager

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**Heading:** Revenue Budget Monitoring Report to 3<sup>rd</sup> February 2017

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**1. Summary**

- 1.1 Gross Expenditure is £3,000 under budget and income is £8,000 over-recovered resulting in a net underspend of £11,000. This is summarised in point 4.
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**2 Recommendations**

- 2.1 It is recommended that members consider the report.
- 

**3 Budget Adjustments Since Last Report**

- 3.1 There have been no budget adjustments since the start of the financial year.
- 

**4 Budget Performance**

- |                             |                               |
|-----------------------------|-------------------------------|
| <b>4.1 Current Position</b> | <b>Net Underspend £11,000</b> |
| <i>Previously Reported</i>  | <i>Net Underspend £12,000</i> |

The £11,000 net underspend at this stage in the financial year is mainly due to an over-recovery in income from services provided to external bodies,

together with an overspend in consultants in respect of the examination of the next Strategic Development Plan which has been offset by underspends across other expenditure heads.

#### **4.2 Projected Year End Position**

At this stage in the financial year, the projected year end position is an underspend of £11,000 against a budgeted break even position due to the full year impact of the budget variances outlined in paragraph 4.1.

Expenditure has been incurred over the period since the last budget monitoring report in respect of the examination of the next Strategic Development Plan. It was previously reported that any expenditure incurred to progress the Strategic Development Plan would in the first instance be funded from in year underspends rather than a draw down from earmarked reserves. At this stage in the financial year, as outlined in paragraph 4.1, expenditure incurred over the period since the previous budget monitoring report has been contained and this is expected to continue over the period to the year end.

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RENFREWSHIRE COUNCIL  
REVENUE BUDGET MONITORING STATEMENT 2016/17  
1st April 2016 to 3rd February 2017

JOINT COMMITTEE : GLASGOW & CLYDE VALLEY STRATEGIC DEVELOPMENT PLANNING AUTHORITY

Description (1)	Agreed Annual Budget (2)	Year to Date Budget (3)	Year to Date Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance		
	£000's	£000's	£000's	£000's	£000's	£000's	(7)	%
Employee Costs	419	329	322	0	322	7	2.1%	underspend
Property Costs	68	66	70	(7)	63	3	4.5%	underspend
Supplies & Services	43	25	24	1	25	0	0.0%	break-even
Contractors and Others	9	8	18	0	18	(10)	-125.0%	overspend
Transport & Plant Costs	0	0	0	0	0	0	0.0%	break-even
Administration Costs	42	20	15	2	17	3	15.0%	underspend
Payments to Other Bodies	7	2	2	0	2	0	0.0%	break-even
<b>GROSS EXPENDITURE</b>	<b>588</b>	<b>450</b>	<b>451</b>	<b>(4)</b>	<b>447</b>	<b>3</b>	<b>0.7%</b>	<b>underspend</b>
Contributions from Local Authorities	(580)	(580)	(580)	0	(580)	0	0.0%	break-even
Other Income	(8)	(4)	(7)	(5)	(12)	8	183.4%	over-recovery
<b>INCOME</b>	<b>(588)</b>	<b>(584)</b>	<b>(587)</b>	<b>(5)</b>	<b>(592)</b>	<b>8</b>	<b>1.3%</b>	<b>over-recovery</b>
<b>TRANSFER (TO)/FROM RESERVES</b>	<b>0</b>	<b>(134)</b>	<b>(136)</b>	<b>(9)</b>	<b>(145)</b>	<b>11</b>	<b>8.0%</b>	<b>over-recovery</b>

£000's

Bottom Line Position to 11th November 2016 is an underspend of 11  
Anticipated Year End Budget Position is an underspend of 11

Opening Reserves (258)  
Projected Increase in Reserves (11)  
Projected Closing Reserves (269)



**GLASGOW AND THE CLYDE VALLEY STRATEGIC DEVELOPMENT PLANNING  
AUTHORITY JOINT COMMITTEE**

**To:** Joint Committee

**On:** 13 March 2017

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**Report by:** The Treasurer and the Strategic Development Plan Manager

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**Heading:** Corporate Purchasing Card Expenditure to 3<sup>rd</sup> February 2017

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**1. Summary**

- 1.1 At the Joint Committee meeting of 20<sup>th</sup> June 2016, members requested that a list of expenses incurred through corporate procurement card payment be submitted to the Joint Committee on a quarterly basis.
- 1.2 A list of expenses by type and employee for the period 12<sup>th</sup> November 2016 to 3<sup>rd</sup> February 2017 is provided at section 3.
- 

**2 Recommendations**

- 2.1 It is recommended that members note the report.
- 

**3 Corporate Procurement Card Expenditure**

- 3.1 In the period from 12<sup>th</sup> November 2016 to 3<sup>rd</sup> February 2017 a total sum of £757.82 was expended by Corporate Procurement Card. £632.62 related to operational supplies and services with £125.20 being spent on travel and subsistence for Core Team employees. Details can be found in the table below.
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<b>CPC Expenditure for the Period 12th November 2016 to 3rd February 2017</b>		
	Travel & Subsistence	Total
SDP Manager	£101.90	£101.90
Assistant SDP Manager	£23.30	£23.30
Planning Analyst		£0.00
Strategic Planner		£0.00
Conference		£0.00
<b>Total</b>	<b>£125.20</b>	<b>£125.20</b>





**GLASGOW AND THE CLYDE VALLEY STRATEGIC DEVELOPMENT PLANNING  
AUTHORITY JOINT COMMITTEE**

**To:** Joint Committee

**On:** 13 March 2017

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**Report by:** The Treasurer

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**Heading:** Annual Audit Plan 2016-17

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**1. Summary**

- 1.1 The Annual Audit Plan 2016-17 for the Joint Committee is submitted for Members' information. The Plan outlines Audit Scotland's planned activities in their audit of the 2016-17 financial year.
- 1.2 The Annual Audit Plan 2016-17 includes a section on Audit Issues and Risks. Within this section Audit Scotland have identified a risks both in relation to the annual audit, but also wider risks generally to the financial position of the Joint Committee.
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**2 Recommendations**

- 2.1 The Joint Committee is asked to note the Annual Audit Plan 2016-17 by Audit Scotland.
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# Glasgow and the Clyde Valley Strategic Development Planning Authority

Annual Audit Plan 2016/17

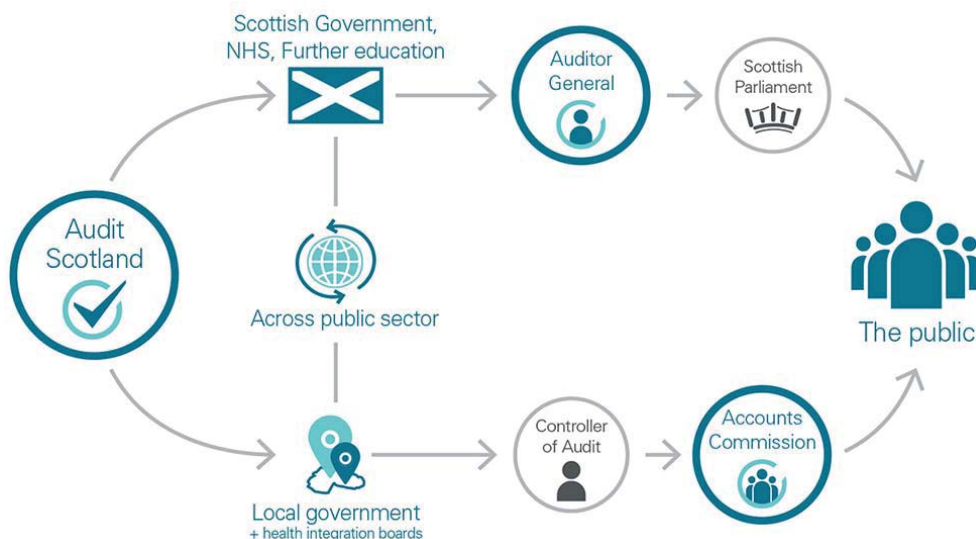


Prepared for Glasgow and the Clyde Valley Strategic Development Planning Authority  
March 2017

## Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- The Auditor General is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The Accounts Commission is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.
- Audit Scotland is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non-executive board chair, and two non-executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.



## About us

Our vision is to be a world-class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

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# Risks and planned work

1. This annual audit plan contains an overview of the planned scope and timing of our audit and is carried out in accordance with International Standards on Auditing (ISAs), the [Code of Audit Practice](#), and any other relevant guidance. This plan identifies our audit work to provide an opinion on the financial statements and related matters and meet the wider scope requirements of public sector audit including the new approach to Best Value. The wider scope of public audit contributes to conclusions on the appropriateness, effectiveness and impact of corporate governance, performance management arrangements and financial sustainability.

## Audit risks

2. Based on our discussions with staff and a review of supporting information we have identified the following main risk areas for Glasgow and the Clyde Valley Strategic Development Planning Authority (Clydeplan). We have categorised these risks into financial risks and wider dimension risks. The key audit risks, which require specific audit testing, are detailed in [Exhibit 1](#).

## Exhibit 1

Audit Risk	Management assurance	Planned audit work
<b>Financial statement issues and risks</b>		
<b>1 Management override of controls</b> ISA 240 requires that audit work is planned to consider the risk of fraud, which is presumed to be a significant risk in any audit. This includes the risk of management override of controls in order to change the position disclosed in the financial statements.	Owing to the nature of this risk, assurances from management are not applicable.	Detailed testing of journal entries. Review of significant management estimates and evaluation of the impact of any variability in key assumptions. Focused testing of accruals and prepayments. Evaluation of significant transactions that are outside the normal course of business. Substantive testing of transactions after the year end to confirm expenditure and income has been accounted for in the correct financial year.
<b>2 Risk of fraud over income/expenditure</b> ISA 240 presumes a risk of fraud over income, which is expanded to include fraud over expenditure in the public sector by the Code of Audit Practice. The majority of Clydeplan's	Expenditure is closely monitored through the budget monitoring process. Significant differences from actuals when compared to budget and projected expenditure are investigated.	Analytical procedures over areas of expenditure. Detailed testing of expenditure transactions focussing on areas of greatest risk.

Audit Risk	Management assurance	Planned audit work
<p>income is in the form of annual funding from member authorities. Due to the predictable nature of this, the risk of fraud over income has been rebutted.</p> <p>The presumed risk of fraud over expenditure remains relevant and therefore requires an audit response.</p>		
<p><b>3 Revised format of financial statements</b></p> <p>The 2016/17 Code of Practice on Local Authority Accounting (the Code) makes changes to the structure of the Comprehensive Income and Expenditure Statement (CIES) and the Movement in Reserves Statement (MIRS). This will require the restatement of prior year comparatives and presents a risk of misstatement in the financial statements.</p>	<p>Finance staff will ensure they are aware of the revised requirements through examination of the revised Code, attendance at CIPFA FAN events and reviewing of the Audit Scotland Technical Bulletin, and will prepare the financial statements accordingly.</p>	<p>Review of structure of CIES and MIRS.</p> <p>Detailed analysis of account code mapping for CIES.</p> <p>Review of prior year comparatives and restatements.</p>
<p><b>4 New expenditure and funding analysis</b></p> <p>The Code sets out a new requirement for an expenditure and funding analysis. This will provide a reconciliation of the statutory adjustments between Clydeplan financial performance on a funding basis and the surplus or deficit on the provision of services in the CIES. This presents an increased risk of misstatement as the analysis may not be in line with the requirements of the Code. There is also an increased risk of inconsistencies between the analysis and the financial statements.</p>	<p>Finance staff will ensure they are aware of the revised requirements through examination of the revised Code, attendance at CIPFA FAN events and reviewing of the Audit Scotland Technical Bulletin, and will prepare the financial statements accordingly.</p>	<p>Detailed testing of expenditure and funding analysis.</p> <p>Review of prior year comparatives and restatements.</p> <p>Review of consistency between expenditure and funding analysis and information contained elsewhere within the annual accounts.</p>
<p><b>5 Changes to governance disclosures</b></p> <p>The Code makes changes to the requirements of the governance statement. This will require additional information to be disclosed to ensure all requirements of the Code are met. This presents a risk that the governance disclosures may not be complete.</p>	<p>Finance staff will ensure they are aware of the revised requirements through examination of the revised Code, attendance at CIPFA FAN events and reviewing of the Audit Scotland Technical Bulletin, and will prepare the financial statements accordingly.</p> <p>Coordinate with Internal Audit to agree on work required to prepare annual governance statement.</p>	<p>Review of governance statement content.</p> <p>Testing of governance disclosures.</p>

Audit Risk	Management assurance	Planned audit work
<b>Wider dimension risks</b>		
<p><b>6 Proposed changes to Scottish planning system</b></p> <p>An independent review published in 2016 recommended that Strategic Development Plans should be replaced by an enhanced National Planning Framework.</p> <p>It is not clear what role Clydeplan will have under the proposed changes. This impacts on the ability of Clydeplan to undertake medium/long term planning to outline its future objectives.</p>	<p>Clydeplan staff will ensure they regularly brief the Joint Committee and Senior Management Team on the planning review process and implications for Clydeplan as it is taken forward by the Scottish Government and will prepare reports accordingly.</p> <p>Clydeplan staff will seek to work with the Scottish Government as the review is taken forward to legislation and the new arrangements for regional partnership working become clearer.</p>	<p>Review of Clydeplan operational reports presented to the Joint Committee.</p> <p>Monitoring of Scottish Government publications in this area.</p>

## Reporting arrangements

**3.** Audit reporting is the visible output for the annual audit. All annual audit plans and the outputs as detailed in [Exhibit 2](#), and any other outputs on matters of public interest will be published on our website: [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk).

**4.** Matters arising from our audit will be reported on a timely basis and will include agreed action plans. Draft management reports will be issued to the relevant officer(s) to confirm factual accuracy.

**5.** We will provide an independent auditor's report to the Joint Committee and Accounts Commission summarising the results of the audit of the annual accounts. We will provide the Joint Committee and Accounts Commission with an annual report on the audit containing observations and recommendations on significant matters which have arisen in the course of the audit.

## Exhibit 2

### 2016/17 Audit outputs

Audit Output	Target date	Joint Committee Date
Annual Audit Report including ISA 260 requirements	11 September 2017	TBC
Signed Independent Auditor's Report	11 September 2017	TBC

## Audit fee

**6.** The proposed audit fee for the 2016/17 audit of Clydeplan is £2,770. In determining the audit fee we have taken account of the risk exposure of Clydeplan, the planned management assurances in place and the level of reliance we plan to take from the work of internal audit. Our audit approach assumes receipt of the unaudited financial statements, with a complete working papers package on 26 June 2017.



**7.** Where our audit cannot proceed as planned through, for example, late receipt of unaudited financial statements or being unable to take planned reliance from the work of internal audit, a supplementary fee may be levied. An additional fee may also be required in relation to any work or other significant exercises outwith our planned audit activity.

## **Responsibilities**

### **Joint Committee and Treasurer**

**8.** Audited bodies have the primary responsibility for ensuring the proper financial stewardship of public funds, compliance with relevant legislation and establishing effective arrangements for governance, propriety and regularity that enable them to successfully deliver their objectives.

**9.** The audit of the financial statements does not relieve management or the Joint Committee, as those charged with governance, of their responsibilities.

### **Appointed auditor**

**10.** Our responsibilities as independent auditor are established by the 1973 Act for local government, and the Code of Audit Practice, and guided by the auditing profession's ethical guidance.

**11.** Auditors in the public sector give an independent opinion on the financial statements. We also review and report on the arrangements within the audited body to manage its performance, regularity and use of resources. In doing this, we aim to support improvement and accountability.

# Audit scope and timing

## Financial statements

**12.** The statutory financial statements audit will be the foundation and source for the majority of the audit work necessary to support our judgements and conclusions. We also consider the wider environment and challenges facing the public sector. Our audit approach includes:

- understanding the business of Clydeplan and the associated risks which could impact on the financial statements
- assessing the key systems of internal control, and establishing how weaknesses in these systems could impact on the financial statements
- identifying major transaction streams, balances and areas of estimation and understanding how Clydeplan will include these in the financial statements
- assessing the risks of material misstatement in the financial statements
- determining the nature, timing and extent of audit procedures necessary to provide us with sufficient audit evidence as to whether the financial statements are free of material misstatement.

**13.** We will give an opinion on the financial statements as to:

- whether they give a true and fair view in accordance with applicable law and the 2016/17 Code of the state of affairs of Clydeplan as at 31 March 2017 and of the income and expenditure of Clydeplan for the year then ended;
- whether they have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2016/17 Code; and
- whether they have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulation 2014, and the Local Government in Scotland Act 2003.

## Materiality

**14.** Materiality defines the maximum error that we are prepared to accept and still conclude that that our audit objective has been achieved. It helps assist our planning of the audit and allows us to assess the impact of any audit adjustments on the financial statements. We calculate materiality at different levels as described below. The calculated materiality values for Clydeplan are set out in [Exhibit 3](#).



## Exhibit 3

### Materiality values

Materiality level	Amount
<b>Planning materiality</b> - This is the calculated figure we use in assessing the overall impact of audit adjustments on the financial statements. It has been set at 1% of projected gross expenditure for the year ended 31 March 2017 based on the budget for 2016/17.	£5,900
<b>Performance materiality</b> - This acts as a trigger point. If the aggregate of errors identified during the financial statements audit exceeds performance materiality this would indicate that further audit procedures should be considered. Using our professional judgement we have calculated performance materiality at 75% of planning materiality.	£4,400
<b>Reporting threshold</b> - We are required to report to those charged with governance on all unadjusted misstatements in excess of the 'reporting threshold' amount.	£1,000



**15.** We review and report on other information published with the financial statements including the management commentary, governance statement and the remuneration report. Any issue identified will be reported to the Joint Board.

### Timetable

**16.** To support the efficient use of resources it is critical that a financial statements timetable is agreed with us for the production of the unaudited accounts. An agreed timetable is included at [Exhibit 4](#) which takes account of submission requirements and planned Joint Committee meeting dates:

## Exhibit 4

### Financial statements timetable

 Key stage	 Date
Consideration of unaudited financial statements by those charged with governance	23 June 2017
Latest submission date of Clydeplan's unaudited financial statements with complete working papers package	26 June 2017
Latest date for final clearance meeting with Treasurer/officers	29 August 2017
Agreement of audited unsigned financial statements; Issue of Annual Audit Report including ISA 260 report to those charged with governance	4 September 2017
Independent auditor's report signed	TBC

### Internal audit

**17.** Auditing standards require internal and external auditors to work closely together to make best use of available audit resources. We seek to rely on the work of internal audit wherever possible and as part of our planning process we carry out an assessment of the internal audit function. Internal audit is provided by the Internal Audit section of Renfrewshire Council.

### Adequacy of Internal Audit

**18.** A review of the internal audit function at Renfrewshire Council will be carried out by the Renfrewshire Council audit team in early 2017. This will provide assurance over whether the internal audit function operates in accordance with Public Sector Internal Audit Standards (PSIAS) and has sound documentation and reporting procedures in place.

### Audit dimensions

**19.** Our audit is based on four audit dimensions that frame the wider scope of public sector audit requirements as shown in [Exhibit 5](#).

## Exhibit 5

### Audit dimensions



**20.** In the local government sector, the appointed auditor's annual conclusions on these four dimensions will contribute to an overall assessment and assurance on best value.

### Financial sustainability

**21.** As auditors we consider the appropriateness of the use of the going concern basis of accounting as part of the annual audit. We will also comment on the Clydeplan's financial sustainability in the longer term. We define this as medium term (two to five years) and longer term (longer than five years) sustainability. We will carry out work and conclude on:

- the effectiveness of financial planning in identifying and addressing risks to financial sustainability in the short, medium and long term
- the appropriateness and effectiveness of arrangements in place to address any identified funding gaps.

### Financial management

**22.** Financial management is concerned with financial capacity, sound budgetary processes and whether the control environment and internal controls are operating effectively. We will review, conclude and report on:

- whether Clydeplan has arrangements in place to ensure systems of internal control are operating effectively

- whether Clydeplan can demonstrate the effectiveness of budgetary control system in communicating accurate and timely financial performance
- how Clydeplan has assured itself that its financial capacity and skills are appropriate
- whether Clydeplan has established appropriate and effective arrangements for the prevention and detection of fraud and corruption.

### Governance and transparency

**23.** Governance and transparency is concerned with the effectiveness of scrutiny and governance arrangements, leadership and decision-making and transparent reporting of financial and performance information. We will review, conclude and report on:

- whether Clydeplan can demonstrate that the governance arrangements in place are appropriate and operating effectively
- whether Board members and staff demonstrate high standards of behaviour and receive sufficient training and development
- whether there is effective scrutiny, challenge and transparency on the decision-making and finance and performance reports
- the quality and timeliness of financial and performance reporting.

### Value for money

**24.** Value for money refers to using resources effectively and continually improving services. We will review, conclude and report on whether Clydeplan can provide evidence that it is demonstrating value for money in the use of its resources and achievement of outcomes.

### Strategic plan for the five year appointment

**25.** As part of our responsibility to report on the audit dimensions over the current audit appointment we have identified the following areas of proposed audit work (this will be subject to annual review):

## Exhibit 6

### Strategic plan

Dimension	2016/17	2017/18	2018/19 to 2020/21
Financial sustainability	Financial planning		
Financial management		Financial governance and resource management	
Governance and transparency	Governance		
Value for money			Operational efficiency

## Independence and objectivity

**26.** Auditors appointed by Audit Scotland must comply with the Code of Audit Practice. When auditing the financial statements auditors must also comply with professional standards issued by the Financial Reporting Council and those of the professional accountancy bodies. These standards impose stringent rules to ensure the independence and objectivity of auditors. Audit Scotland has in place robust arrangements to ensure compliance with these standards including an annual “fit and proper” declaration for all members of staff. The arrangements are overseen by the Assistant Auditor General, who serves as Audit Scotland’s Ethics Partner.

**27.** The engagement lead for Clydeplan is Mark Ferris, Senior Audit Manager. Auditing and ethical standards require the appointed auditor to communicate any relationships that may affect the independence and objectivity of audit staff. We are not aware of any such relationships pertaining to the audit of Clydeplan.

## Quality control

**28.** International Standard on Quality Control (UK and Ireland) 1 (ISQC1) requires that a system of quality control is established, as part of financial audit procedures, to provide reasonable assurance that professional standards and regulatory and legal requirements are being complied with and that the independent auditor’s report or opinion is appropriate in the circumstances.

**29.** The foundation of our quality framework is our Audit Guide, which incorporates the application of professional auditing, quality and ethical standards and the Code of Audit Practice issued by Audit Scotland and approved by the Auditor General for Scotland. To ensure that we achieve the required quality standards Audit Scotland conducts peer reviews, internal quality reviews and is currently reviewing the arrangements for external quality reviews.

**30.** As part of our commitment to quality and continuous improvement, Audit Scotland will periodically seek your views on the quality of our service provision. We welcome feedback at any time and this may be directed to the engagement lead.

# Glasgow and the Clyde Valley Strategic Development Planning Authority

## Annual Audit Plan 2016/17

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**Glasgow and the Clyde Valley Strategic Development Planning Authority**

**To: Glasgow and the Clyde Valley Strategic Development Planning Authority  
Joint Committee**

**On: 13<sup>th</sup> March 2017**

**Report by  
Stuart Tait, Manager**

**SDP2 Examination Update**

**1. Summary**

- 1.1 The purpose of this report is to update the Joint Committee on matters relating to the Examination of the second Strategic Development Plan

**2. Recommendation**

- 2.1 It is recommended that the Joint Committee
- note the position with regard to the Examination of SDP2;
  - consider whether, given that the Reporter has missed the target date of submission of his report of examination to Scottish Ministers and the potential delays in the approval of SDP2 and impact on the Local Development Plan processes, the Joint Committee should write to the DPEA and Scottish Government to express its disappointment over the potential delay to the approval of SDP2.

**3. Strategic Development Plan Examination**

- 3.1 The second Strategic Development Plan was submitted to Scottish Ministers for approval on 26<sup>th</sup> May 2016, thereby meeting the legislative requirement of submission of a replacement plan within 4 years of approval of the first Strategic Development Plan.
- 3.2 The Scottish Ministers on 15<sup>th</sup> June appointed Mr David Liddell BA (Hons), MRTPI to carry out the examination of the SDP.
- 3.3 On 1<sup>st</sup> July the Reporter concluded his examination of conformity with Clydeplan's Participation Statement with the examination formally commencing on 14<sup>th</sup> July 2016.
- 3.4 On 15<sup>th</sup> July Clydeplan were advised that, due to other casework the Reporter appointed to undertake the Examination now anticipates that it will be late August before he will be in a position to commence examination of the Plan. The target date for the Reporter's report to be submitted to Scottish Ministers is the 23<sup>rd</sup> February 2017.
- 3.5 On 4<sup>th</sup> August DPEA advised that an additional reporter Michael Cunliffe BSc (Hons), MSc, MCIWEM had been appointed to assist with the examination.

#### **4. Hearing**

- 4.1 On the 14th December 2016 the Reporter held a formal hearing session in Renfrew Town Hall into housing related issues. The participants at the hearing were Clydeplan and Homes for Scotland.

#### **5. Additional Further Information Request**

- 5.1. As reported at the last meeting of the Steering Group the Reporter had issued 6 Further Information Requests between September and November 2016.
- 5.2 On 31<sup>st</sup> January 2017 the Reporter issued an additional Further Information Request relating to the implications for the Proposed Plan's Housing Supply Targets of the Scottish Government's target of delivering 50,000 affordable homes over a five year period.
- 5.3. The implications of this additional information request is that the Reporter will not now meet his proposed deadline of 23<sup>rd</sup> February 2017 (9 months after submission of Proposed SDP by Clydeplan to DPEA) for his Examination Report to be submitted to Scottish Ministers. This potentially has implications for the timescale for the Scottish Ministers approval of the Strategic Development Plan which was anticipated in May 2017.
- 5.4 The latest update from DPEA issued on 3<sup>rd</sup> March 2017 stated that the Reporters hope to be able to complete the examination shortly, and submit the report to Ministers.

#### **6. Estimated Costs**

- 6.1. An estimate of costs for the examination was requested from the DPEA. The Reporter has indicated an initial estimate of 90 days reporters work with an estimated cost of £18,200 (plus VAT), based on 90 days reporters work and 5 days admin work at 50% of LDP cost rates. This cost can be met from Clydeplan's current budget underspend and earmarked reserves.
- 6.2 To date the DPEA have issued two invoices for the period August to February 2017 for a total of £11,401.44 (VAT £1,900.24).

**Glasgow and the Clyde Valley Strategic Development Planning Authority**

**To: Glasgow and the Clyde Valley Strategic Development Planning Authority  
Joint Committee**

**On: 13<sup>th</sup> March 2017**

**Report by  
Stuart Tait, Manager**

**Review of the Planning System in Scotland - Scottish Government  
Consultation Document**

**1. Summary**

- 1.1 The purpose of this report is for the Joint Committee to consider its response to the Scottish Government's consultation on the review of the planning system in Scotland.

**2. Recommendation**

- 2.1 It is recommended that the Joint Committee
- agree the report and proposed responses to the issues and questions raised; and,
  - delegate authority to SDP Manager and Steering Group to finalise the response to the Scottish Government consultation on the review of the planning system in Scotland.

**3. Context - Scottish Government Review of the Scottish Planning System**

- 3.1 The Scottish Government's consultation document on the review of the planning system in Scotland was published on 10th January 2017 and responses are to be submitted by 4th April 2017.
- 3.2 In September 2015, an independent panel was appointed by Scottish Ministers to review the Scottish planning system. The report of the panel, "Empowering Planning to Deliver Great Places" was published on 31st May 2016.
- 3.3 The panel's report and related recommendations have potentially significant implications for the Joint Committee.
- 3.4 The main recommendations included:
- Strategic Development Plans should be replaced with an enhanced National Planning Framework (Recommendation 2);
  - Strategic Development Planning Authorities should be repurposed with a statutory duty to co-operate with the Scottish Government in producing the National Planning Framework and to play a crucial role at the city region scale in the work of the national infrastructure agency or working group (Recommendation 2, Recommendation 17); and,

- Strategic Development Planning Authorities should pioneer a different way of working where planners proactively co-ordinate development with infrastructure at the city region scale to take forward commitments set out in a live action programme for the city region which would also support housing delivery and co-ordinate cross boundary thinking to inform local development plans (Recommendation 2).

#### 'Future of the Planning System in Scotland' Consultation Document

3.5 Following the independent panel's report the Scottish Government has now published its consultation document on the future of the planning system in Scotland with the intention to publish a new Planning Bill in late 2017.

3.6 The document sets out 20 proposals which the Scottish Government consider will improve the planning system in Scotland. Four proposals have been set out which if implemented will have significant implications for the governance, finance, resources and skills of the Joint Committee namely:

1) Regional Partnership Working

The Scottish Government believe that strategic development plans should be removed from the system so that strategic planners can support more proactive regional partnership working.

2) Improving National Spatial Planning and Policy

The National Planning Framework can be developed further to better reflect regional priorities. In addition, national planning policies can be used to make local development planning simpler and more consistent.

3) Embedding an Infrastructure First Approach

The proposal to replace strategic development plans with regional partnership working would, it is considered, empower planners to advise on spatial priorities for infrastructure investment. At this scale the Scottish Government considers that an infrastructure first approach would be supported through partnerships providing fuller and more reliable evidence for strategic decisions about investment. This could be achieved by a regional audit of infrastructure capacity which brings together, for example transport, schools, healthcare facilities, water, flooding, drainage, sewerage, energy, telecommunications, digital and green networks (work on this is already underway within Clydeplan). The Strategic Transport Projects Review, carried out by Transport Scotland, should also work alongside spatial planning to form an essential part of strategic investment planning at both the regional and national scale.

4) Housing Delivery Role

At all levels of planning activity, planners are being asked to play a positive role in supporting and enabling housing delivery with regional partnerships co-ordinating the work of local authorities to support the aspirations for housing delivery as set out in the National Planning Framework.

3.7 The document covers many areas of the planning system however this report concentrates on those proposals which affect city region planning and related working arrangements.

## Regional Partnership Working

- 3.8 The Scottish Government propose to replace strategic development plans with “...new duties or powers for local authorities to work together on defining regional priorities”. In this context the Scottish Government considers the following actions would be beneficial:
- i) helping to develop a strategy and delivery programme to be adopted as part of the National Planning Framework. We would want to see regional partnerships working with the Scottish Government, agencies and local authorities to make sure there is evidence to support the National Planning Framework and then to implement their regional commitments through the delivery programme;
  - ii) co-ordinating the work of local authorities to support the aspirations for housing delivery, as set out in the National Planning Framework;
  - iii) bringing together infrastructure investment programmes to promote an infrastructure first approach, provide a co-ordinated audit of economic and social regional infrastructure, identify the need for strategic investment and support necessary cross-boundary working;
  - iv) co-ordinating funding of infrastructure projects, potentially including an infrastructure levy, and working with others, in both the public and private sectors, to develop regional funding and finance packages that support their strategies for growth;
  - v) acting as a ‘bridge’ between local and national levels by making sure that local development plans support the delivery of wider strategic priorities. Partnerships involving business representatives as well as the public sector could provide a forum where regionally significant matters and common goals can be discussed and used to inform local strategies and development planning” (Paragraph 1.13).
- 3.9 The Scottish Government propose that existing strategic development planning authorities form part of, or are replaced with, partnerships whose membership extends beyond that of planning to include all those with a role in planning, prioritising and delivering regional economic development and investment in infrastructure.
- 3.10 The proposition is to provide new duties or powers for local authorities to work together on defining regional priorities and to help develop a strategy, including regional priorities, which will be adopted as part of the National Planning Framework, along with a related delivery programme.

## **4. Observations**

- 4.1 The Glasgow city region is Scotland’s foremost city region accounting for more than a third of Scotland’s GVA and population it is therefore considered important that its Local Authorities are empowered to, both lead on and take ownership of the identification of the regional priorities for their area. Priorities should be derived at the city region scale by the regional partnership and reflected in the Scottish Government National Planning Framework.

- 4.2 The role and relationship between city region partnership's regional priorities and the Scottish Government National Planning Framework, should be clearly defined, and the governance arrangements of the regional partnerships established in a manner that delivers an appropriately empowered and effective role.
- 4.3 From Clydeplan's experience, collaborative regional partnerships require clarity around their purpose, roles and responsibilities, governance, accountability, and funding.
- 4.4 It is considered therefore, that given the wide range of potential partners, and to ensure its effectiveness in supporting strategy development and delivery both at a city region level and in support of an enhanced National Planning Framework, any form of regional partnership working will require to be established with the following requirements:
- a clear statutory duty placed upon local authorities to work together to consider matters they deem to be relevant in support of the Purpose of the Scottish Government;
  - a formal duty to co-operate on other public bodies in support of the work of the regional partnership;
  - a clearly defined geography;
  - a clear role and remit; and,
  - a single governance structure with associated supporting dedicated resources.
- 4.5 This regional partnership working approach in a Glasgow city region context could be developed around the emerging Glasgow City Region governance structures and processes namely the City Region Cabinet, Chief Executives Group and Portfolio Groups. This would in turn support the delivery of the City Region Cabinet's recently published Regional Economic Strategy and Action Plan.
- 4.6 Regional governance could be further enhanced to identify regional priorities through the development and alignment of a number of proposed city region wide strategies including:
- a land use spatial strategy in support of an enhanced National Planning Framework incorporating regional priorities including regeneration areas, Community Growth Areas, City Deal, green infrastructure, strategic centres, economic investment locations and the setting of housing targets for Local Housing Strategies and Development Plans;
  - Strategic Transport Plan;
  - Fair Work Strategy;
  - Climate Change Adaptation Strategy;
  - Tourism and Visitor Marketing Strategy;
  - Digital Connectivity Strategy;
  - Foreign Direct Investment Strategy; and,
  - Housing Strategy.



- 4.7 Under the above arrangements the Joint Committee's Core Team has relevant skills and expertise particularly in terms of joint working; strategy and policy development; technical assessment; data collation and analysis; and Action Plan development. All these skills can help support the emerging City Region activities including in support of any future City Region Information and Research Intelligence Hub, currently under consideration. Relevant in this regard, is that the Glasgow and Clyde Valley city region already has an existing land use spatial strategy, in the form of SDP2, which has been developed by the eight city region local authorities, working in partnership, and which could readily be utilised and adapted to meet the requirements of any new regional partnership.
- 4.8 Through the current statutory Strategic Development Plan process, the city region's local authorities have successfully managed cross boundary issues through effective joint working which includes a clearly defined system of governance and accountability, and it is important to ensure that any new system reinforces this role.
- 4.9 What remains unclear at this time is any consideration of transitional arrangements, the status of the SDP2 once it's approved later this year and the formal role, if any, of the Joint Committee under any new regional partnership working arrangements. It is considered important that in moving forward with the review, the Scottish Government clarify this situation as a matter of priority.

## **5. Conclusions**

- 5.1 As set out above, the consultation document has significant implications for the role and work of the Joint Committee, and its future.
- 5.2 Acknowledging that the Scottish Government have agreed with the independent panel that Strategic Development Plans should be removed, it is considered important that any future regional partnership working model be based upon a statutory duty on local authorities to work together within a clearly defined geography, with a clear role and remit, and set within a single governance structure with associated dedicated resources.
- 5.3 Responses to the consultation document technical questions as they relate to regional planning and regional partnerships are provided in the Appendix.
- 5.4 The responses provided recognise that the skills and joint working expertise jointly gained through the statutory Strategic Development Plan process since 1996, both by the local authorities and the Joint Committee's Core Team, can continue to add value to the delivery of wider City Region aspirations including the City Region's recently published Economic Strategy and Action Plan, whatever model of partnership working is established by the Scottish Government under the terms of a new Planning Act.
- 5.5 Given the potential significant implications of the review on work of the Joint Committee, the Joint Committee would welcome the opportunity to work with the Scottish Government as it progresses its thinking towards the publication of the new Planning Bill.





## Appendix

### Key Question A

Do you agree that our proposed package of reforms will improve development planning?

#### Response

The focus away from process onto delivery is welcomed however any new system requires to provide certainty for both communities and investors. The current system is relatively new (2009) and now a new system is being proposed which itself will take a number of years before it is fully embedded. This situation, along with all the various transitional arrangements required, adds to the current levels of uncertainty about how the new system will operate in practice. It is also considered important that local democratic accountability is supported and transparent within any new process.

### **Regional Partnership Working**

#### **2. Do you agree that strategic development plans should be replaced by improved regional partnership working?**

##### Response

The first preference of Clydeplan is that a form of spatial planning for city regions is retained and therefore we do not agree with this proposition. Through existing and enhanced SDP processes taking advantage of its established governance and joint working structures a greater focus on delivery could be developed.

The existing Strategic Development Plan has formed a credible and effective component of the Development Planning system since its introduction through the Planning etc. Act 2006. Strategic planning has been central to the regeneration and economic revitalisation of the Glasgow city region through the period of significant structural economic change. Clydeplan has been effective in its joint working processes in support of its regional planning role and has allowed for the effective deployment of skills and resources in support of the city regions eight local planning authorities. This model of working is increasingly important at a time of reducing budgets and increased expectation in terms of planning delivery.

It is agreed that the planning system requires to be refocussed and made more effective in relation to the support for delivery and infrastructure. This is important at all levels of the planning hierarchy - national, regional and local. For successful and effective regional partnerships their role and remit should be clearly defined, constituted and resourced and SDPAs are well positioned to contribute to a regional partnership.

To be effective regional partnership working requires a regional land use spatial strategy which should be corporately approved and aligned to wider regional scale service delivery.

#### **2(a) How can planning add greatest value at a regional scale?**

##### Response

Planning at a regional scale should have a clearly defined role and remit in support of the purpose of the Scottish Government to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

Greater value can be added by regional planning in managing cross boundary

issues through effective joint working by setting out a spatial development strategy which supports sustainable economic growth whilst mitigating against adverse environmental impacts and ensuring the efficient use and development of infrastructure.

The range of activities that should be set out as specific to the regional role include:

- development of a regional land use strategy which sets out regional priorities by addressing strategic planning issues in respect of housing, transport, flood risk management, climate change, and biodiversity.
- ensuring alignment of regional strategies including economic, transport and land use strategies;
- supporting housing delivery;
- supporting economic growth;
- identifying strategic infrastructure interventions;
- preparing delivery plans;
- any other activities considered relevant to the planning of development in city regions.

The above activities should be delivery focussed, however, the extent to which the regional partnerships can have a direct influence on delivery will depend on their duties, powers and resources.

It should be noted in these examples, that the land use planning function is only one part of the governance structures remit. Whatever model is adopted to support regional planning activities, we would strongly urge Scottish Government to consider fully the implications of the proposition in relation to local government structures and not only in respect of planning activities. In Wales, a White Paper<sup>1</sup> has recently been published on Local Government which sets out a “rationale for regional working” and in England there are models to draw from including the Greater London Authority<sup>2</sup> and Greater Manchester Combined Authority<sup>3</sup>.

## **2(b) Which activities should be carried out at the national and regional levels?**

### Response

There should be a clear distinction between the roles of the Scottish Government and public agencies at the national and the regional level. A successful planning system which is both visionary and effective at delivering on the ground will depend on a clear legislative framework which defines these roles clearly, identifies and allocates responsibility for resourcing, and includes appropriate duties and powers to support delivery.

### National

Preparation of National Planning Framework (NPF) and enhanced Scottish Planning Policy (SPP); infrastructure delivery to support the Scottish Government’s National Infrastructure Investment Plan, Economic Strategy, National Transport Strategy, and Climate Change Plan, all aligned to allocated resources as part of the National

<sup>1</sup> <https://consultations.gov.wales/consultations/reforming-local-government-resilient-and-renewed>

<sup>2</sup> <https://www.london.gov.uk>

<sup>3</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/369858/Greater\\_Manchester\\_Agreement\\_i.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/369858/Greater_Manchester_Agreement_i.pdf)

Planning Framework 'delivery plan' and the Scottish Government's Programme For Scotland.

#### Regional

- Land use spatial strategy in support of an enhanced National Planning Framework incorporating regional priorities including housing targets; regeneration areas, Community Growth Areas, City Deal, green infrastructure, centres and economic investment locations;
- Strategic Transport Plan;
- Housing Strategy, including establishing regional housing targets;
- Climate Change Adaptation Strategy and Action Plan;
- Regional Marine Planning;
- Regional Economic Strategy incorporating other elements such as:
  - Digital Connectivity Strategy;
  - Foreign Direct Investment Strategy; and,
  - Tourism and Visitor Marketing Strategy;
  - Fair Work Strategy;
- Any other activities considered relevant to the planning of development in city regions.

#### Plan Sequencing and Alignment

The implications for the timing and sequencing of the NPF with regional strategies/priorities and with Local Development Plans (LDPs) will require careful consideration. In order to prepare a NPF to time would seem to require all defined regional partnerships to submit their regional priorities within the same time frame.

The manner in which the NPF then influences LDPs, and the timing of the LDPs, requires to be addressed particularly if it is the NPF that sets the "housing aspirations" that LDPs may be required to meet.

### **2(c) Should regional activities take the form of duties or discretionary powers?**

#### Response

Regional activities should take the form of statutory duties placed on the local authorities and the Key Agencies as this will secure not only buy in and ownership of the outputs but also require consideration of the processes required to deliver them. It will also give developers and investors more confidence in the status of the outputs delivered by the partnership.

Potential duties might include:

A duty on local authorities, to work with neighbouring authorities to consider and identify the need for regional partnership working having regard to cross boundary issues including:

- the promotion of sustainable development;
- the delivery of emissions targets in relation to climate change;
- the contribution to the achievement of the national outcomes determined by Scottish Ministers;
- the need to reduce inequality;
- functional housing market areas and housing need and demand;
- travel to work areas;
- strategic scale and cross boundary development issues;

- strategic infrastructure;
- river catchment areas;
- delivering on other policy objectives such as the green network and biodiversity; and,
- any other activities considered relevant to the planning of development in city regions.

This may be similar to the duty to co-operate in UK legislation (The Localism Act 2011) however experience has shown that this duty has significant issues in practical application. It may be that such measures therefore require to be strengthened in emerging Scottish legislation and it may be useful for the Scottish Government to consult with colleagues in England and Wales regarding the experience of the 'duty to co-operate' and emerging related reforms.

It is noted that the UK Parliament's White Paper on Housing (February 2017)<sup>4</sup>, is now proposing the introduction of a duty on local authorities to prepare a "*Statement of Common Ground*" setting out how they will work together to address cross boundary issues including meeting housing requirements.

An enhanced duty could take the form of:

- a duty to prepare a required statement (perhaps annually to accompany the Development Plan Scheme) stating how regional spatial planning matters, have been/ are being/ will be, addressed;
- a duty on local authorities to facilitate and resource any required regional partnership;

In order to ensure delivery of regional priorities, this may require introduction of a duty on local authorities such as:

- a duty to deliver any agreed strategy of any regional partnership/ align LDPs and other strategies/ align resources and delivery activities/ align capital programmes.

## **2(d) What is your view on the scale and geography of regional partnerships?**

### Response

Regional partnerships should decide their scale and geography taking into account, for example, the geography of existing regional partnerships. A fixed geography should be clearly defined in national policy to provide certainty.

Primary legislation could perhaps enable local authorities to make a proposal to government to establish a regional partnership, with secondary legislation utilised to enshrine the geography, duties and powers in statute.

A one-size-fits all approach may not be appropriate across Scotland, however, where regional partnerships are formed these should have statutory backing.

## **2(e) What role and responsibilities should Scottish Government, agencies, partners and stakeholders have within regional partnership working?**

### Response

The Scottish Government should:

- specify the role, remit and required governance arrangements of any regional partnership;

<sup>4</sup> <https://www.gov.uk/government/publications/fixing-our-broken-housing-market>

- identify regional partnership geographies perhaps within the National Planning Framework and require their establishment;
- consult with regional partnerships and reflect regional spatial planning and infrastructure priorities within the National Planning Framework;
- may have a role in supporting and potentially funding the regional partnerships in relation to how any infrastructure funding or levy is managed.

Public bodies could have a duty to co-operate with the regional partnership whilst private sector bodies could work under the terms of a memorandum of understanding.

The duties and responsibilities of the local authorities within partnerships, requires careful specification and some suggestions are provided under the response to Question 2(c).

### Regional Partnership Role

Under this question, feedback is also provided on the potential role and responsibilities of the regional partnerships.

The approach to regional working and indeed the planning bill in general, could be framed under a number of general duties and powers relevant to spatial planning including to:

- contribute to the achievement of the national outcomes determined by Scottish Ministers;
- contribute to sustainable development;
- address climate change duties and act in a manner that contributes to achievement of the carbon emissions targets set in statute;
- reduce inequality; and,
- advance well-being.

The consultation documents asks for views on a suggested range of specific activities that would form part of the role of local authorities working in regional partnerships at paragraph 1.13 and the following comments are offered in relation to those.

*i. Helping to develop a strategy and delivery programme to be adopted as part of the National Planning Framework (NPF). We would want to see regional partnerships working with the Scottish Government, agencies and local authorities to make sure there is evidence to support the National Planning Framework (NPF) and then to implement their regional commitments through the delivery programme.*

### Comment

The role of regional partnerships to work with Scottish Government, agencies and local authorities to help develop an evidence-based regional land use strategy and delivery programme to support NPF should be specified in statute to ensure commitment to the process.

Clydeplan SDPA has established joint working relations with its constituent councils and key agencies and is well placed to work in a regional partnership. It provides an evidence base for the SDP which can inform regional priorities in NPF. It is important that continuity in working practices is maintained throughout the transition period from SDPAs to regional partnerships to maintain momentum and prevent delay in implementing the new planning system.



It is considered important in terms of supporting the delivery focus of the planning review that those regional priorities reflected in the NPF have a commitment from the Scottish Ministers or government department to the payment of grant or amount or timing of such capital expenditure in support of their delivery as appropriate. Failure to provide such commitments will seriously undermine the relevance of the NPF.

*ii. Co-ordinating the work of local authorities to support the aspirations for housing delivery, as set out in the National Planning Framework (NPF).*

Comment

The preferred approach would be for regional partnerships to coordinate the evidence base relating to housing market areas and housing need and demand assessments, within the existing Housing Market Partnership, and to work with NPF to inform its national 'aspirations'. In that respect, the ministerial approval of NPF could provide the scrutiny role for housing 'aspirations' although the extent to which Ministers can influence delivery of different tenures should be considered. Consideration should be given to the geography and tenure of 'aspirations' in NPF as a different approach could be appropriate for different parts of the country. The NPF context could inform Local Housing Strategy (LHS) and LDPs. The timing and alignment between the documents, given their differing statutory consultation and adoption processes will require consideration. See also response to Q17.

In terms of housing delivery, the SDPA collects and monitors the housing land audit and housing completions, a role that regional partnerships can continue and develop in line with the NPF aspirations for housing delivery. This could include preparing housing delivery statements to monitor market conditions and identify appropriate policy and spatial responses to support housing delivery.

*iii. Bringing together infrastructure investment programmes to promote an infrastructure first approach, provide a co-ordinated audit of economic and social regional infrastructure, identify the need for strategic investment and support necessary cross-boundary working.*

Comment

This is a crucial role for any future regional partnership working and highlights the importance of Scottish Government, public agency and private sector collaboration in carrying out co-ordinated audits and improving alignment of programmes and resources to achieve the synergy needed to deliver regional priorities. A duty to co-operate proposed in 2 (c) above would support this process.

Building upon work already undertaken by the SDPA, regional partnerships could provide a co-ordinated audit of infrastructure to inform an infrastructure first approach across the city region identifying cross-boundary pinch points to unlock development potential.

The remit should be clearly prescribed for example Circular 6/2013, Development Planning specifies the monitoring of changes in the principal physical, economic, social and environmental characteristics of the area. Work on infrastructure mapping would be an important component of monitoring and audit preparation and Clydeplan has commenced work on this.

To ensure a positive impact on delivery the role of regional partnerships in respect of infrastructure and delivery, along with the required duties, powers and resources, must be clearly prescribed in order to establish an effective and empowered regional

partnership

- iv. Co-ordinating funding of infrastructure projects, potentially including an infrastructure levy, and working with others, in both the public and private sectors, to develop regional funding and finance packages that support their strategies for growth.

Comment

Repeating from the previous comments, the role of regional partnerships in respect of infrastructure and delivery, along with the required duties powers and resources, must be clearly prescribed in order to establish an effective and empowered regional partnership.

Relevant comments in respect of the infrastructure first approach and the levy are provided in response to Questions 22-24.

- v. Acting as a 'bridge' between local and national levels by making sure that local development plans support the delivery of wider strategic priorities. Partnerships involving business representatives as well as the public sector could provide a forum where regionally significant matters and common goals can be discussed and used to inform local strategies and development planning.

Comment

Regional partnerships can act as a 'bridge' between NPF and LDP if given the role and remit to do so.

Any scrutiny role of regional partnerships would require to be set out clearly and unambiguously. It may be that the local authorities would be required to demonstrate compliance with the regional partnership strategies and/or priorities where these exist. The nature of the intended relationship, would require careful and clear prescription.

The range of activities that this might apply to could go beyond planning activities. Whether a scrutiny role would apply to economic, land use and transport strategies, or regional priorities within NPF, or indeed any other regional strategy, again will require to be given careful consideration and appropriate duties and powers introduced.

Wider stakeholders should be involved in the development of regional strategies and priorities.

### **National Planning framework and Scottish Planning Policy**

#### **3. Should the National Planning Framework (NPF), Scottish Planning Policy (SPP) or both be given more weight in decision making?**

Response

Greater alignment between the NPF and SPP is essential and given the proposal to remove the Strategic Development Plan from the development plan hierarchy greater weight is required to be given to the National Planning Framework and Scottish Planning Policy. In this context both documents will require to be prescriptive in order to ensure national outcomes are considered and interpreted on a consistent basis. However, careful consideration would have to be given to the amount of detail which might then be incorporated into NPF/SPP and how this detail - which would then play significant role in decision making at local level - can be the subject of meaningful consultation, scrutiny and approval.

In relation to development management and relative to Section 25 of the current

Planning Act, the respective roles of the priorities identified by any regional partnership, the National Planning Framework as well as the respective LDPs, will require to be clarified.

**3(a) Do you agree with our proposals to update the way in which the National Planning Framework (NPF) is prepared?**

Response

The direction of travel in aligning NPF with wider government policy and resources for delivery, is supported.

The preparation and consultation arrangements proposed (at paragraph 1.24) seem appropriate albeit that there are widespread reservations that a 10 year plan preparation cycle may be too long.

Any future National Planning Framework should be clear on the following elements:

- identification of national priorities and the alignment of resources to deliver them in particular how budgets and programmes of the Scottish Government and its agencies are aligned to support their delivery;
- a clear statement on the requirement for and remit of regional partnerships;
- clearly defined relationships, roles and remits between any regional partnership, local development plans and the National Planning Framework.

**Delivery Programmes**

**8. Do you agree that stronger delivery programmes could be used to drive delivery of development?**

Response

Yes. The underlying premise of the review, to place planning in a more central, co-ordinating and proactive role is supported, as is the preparation of delivery programmes at a national, regional and local development planning scale.

As suggested in the foregoing, to bring more clarity to the role of regional partnerships, it may be useful to include a specific requirement to prepare housing and infrastructure delivery programmes.

However, delivery programmes are only effective if aligned to budgets and not overly focussed on process which has been the case to date. Authority, influence and control of budgets are key to successful delivery programmes and without these the preparation of delivery programmes will consume resources with limited impact.

Any new approach would require to clearly set out what is expected to be included in a delivery programme in the light of clarity around the duties, powers and resources available to deliver that role.

The approach to delivery programmes at the regional scale, will also relate to how any infrastructure levy is collected, managed and utilised (see Question 24).

**8(a) What should they include?**

Response

Strategic Delivery Programmes should clarify the ways in which regional objectives are to be delivered, the principles for delivery, how partnership and integrated working will add value and optimise delivery, and clarify roles and programming for the delivery of NPF, regional strategy and LDP proposals, including major infrastructure and housing projects.



Delivery programmes should include

- monitoring of changes in the principal physical, economic, social and environmental characteristics of the area;
- monitoring of delivery of housing and development;
- infrastructure audits including identified gaps, limitations and existing capacity opportunities;
- identification of required delivery activities including phasing and joint working;
- identification of policy requirements to support delivery;
- identification of key delivery partners.

And should monitor:

- changes in the principal physical, economic, social and environmental characteristics of the area;
- success in delivery of housing and development.



**Key Question B**

**Will these proposals help to deliver more homes and the infrastructure we need?**

Response

Reduced levels of housing delivery is a significant issue, however whilst planning has a role, it requires more powers to influence delivery.

One of the main drivers of the reforms proposed, is a focus on delivery particularly with regard to housing. This being the case, it is suggested that the proposed reforms could be clearer and potentially more prescriptive around tests of the development plan’s soundness relative to assessment of need and demand and housing land supply. The proposals now emerging from the UK Parliament within the White Paper, “Fixing Our Broken Housing Market”,<sup>5</sup> have some application in this regard.

Suggested elements of the UK Government’s approach that merit consideration include:

- Providing certainty in relation to assessed housing need and land supplies;
- Preparation of delivery statements to accompany annual monitoring;
- Incentivising delivery activities through a range of measures including:
  - the release of public sector land;
  - use of land assembly and Compulsory Purchase Order;
  - direct delivery by local authority and housing associations; and,
  - regeneration activities.

Within the approach to housing, authorities should be required to work within regional partnerships to inform the NPF and address cross boundary housing issues, including where housing demand and land supply, operates across functional housing market areas.

Housing
<p><b>17. Do you agree with the proposed improvements to defining how much housing land should be allocated in the development plan?</b></p> <p><u>Response</u></p> <p>Clydeplan agrees with some of the proposed improvements to defining how much housing land should be allocated in the development plan. It agrees that the process of defining how much housing is required could be simpler and quicker, enabling an approach that is more focussed on places and delivery.</p> <p>Proposal 10 suggests providing national and regional housing aspirations in NPF with the input of regional partnerships which is welcomed; however, this needs to be balanced with a proper assessment of housing need and demand across housing market areas (HMAs). Clydeplan’s preferred method would be that the Regional Partnership/Housing Market Partnership (HMP) undertakes a housing need and demand assessment (HNDA) and feeds these findings into NPF. This would reflect the knowledge, skills and capacity built up in the HMP; ensure local housing needs are reflected; and ensure local ownership of the targets.</p> <p>Matters which require detailed consideration relating to both regional partnership working and the approach to defining how much housing is required are set out</p>

<sup>5</sup> [www.gov.uk/government/publications/fixing-our-broken-housing-market](http://www.gov.uk/government/publications/fixing-our-broken-housing-market)

in the sections below:

- A. National aspirations for housing delivery (paragraph 3.9)
- B. Potential approaches to setting housing aspirations/targets in NPF
- C. Maintaining and improving the HNDA approach (inc Annex 1 and 2)
- D. Transitional arrangements
- E. Additional points for consideration

Clydeplan's response is supported by the Glasgow and the Clyde Valley HMP, which brings together 16 planning and housing departments with Clydeplan to produce a joint HNDA.

#### **A. National aspirations for housing delivery (paragraph 3.9)**

At paragraph 3.9 three options are proposed and we offer the following comments:

- The HNDA Tool could be used to provide a steer on national and regional aspirations for housing, however, for the reasons set out in section (B) this is not considered the most appropriate approach;
- 'Signing off' the number of homes needed at an early stage through the gatecheck process could provide earlier certainty but may not reduce the time taken to reach agreement. Time is required to undertake the HNDA process to arrive at an informed assessment of housing need and demand and the earlier in the process the gatecheck happens the more out of date the evidence base will be;
- The housing land audit is undertaken annually and Clydeplan collates this information to produce an annual housing monitoring report. Recent technology advances mean it is easier to make this information available online in an accessible and interactive format. This is something Clydeplan is actively developing. The regional partnership/HMP can work to use this technology to ensure the information is available i.e. housing sites register online. The approach to housing land audits differ across the country, reflecting local circumstances, and within the Clydeplan area housing land audit guidance is used to ensure a consistent regional approach. In its experience Clydeplan considers that a national housing sites register would be difficult to achieve due to the variety of different approaches taken to housing land audits across the country and the time required to ensure consistency.

#### **B. Potential approaches to setting housing aspirations/targets in NPF**

Where the setting of housing aspirations/targets sits will determine the most appropriate approach.

A number of considerations are set out below regarding regional, national or local level approaches.

##### **1. Regional partnerships identify housing estimates for NPF - (preferred approach)**

- Regional partnerships coordinate and work with Local Authorities (LA) using the HNDA Tool within a HMP to derive HMA and LA housing estimates using local evidence to inform the choice of assumptions. Role of council's in HMP ensures ownership of estimates and local accountability.

HNDA submitted to Scottish Government's Centre for Housing Market Analysis (CHMA) for assessment as per current arrangements.

- Housing estimates could be fed into NPF (and potentially) aggregated to a national picture. A view could then be taken on any national housing 'aspiration'. Consultation on NPF enables feedback on the 'aspiration' and parliamentary scrutiny. Alternatively the national view on 'aspiration' could be set at the start of the process to inform the regional partnerships choice of scenarios and assumptions.
- NPF housing 'aspirations' implemented through housing supply targets and land requirement in LHSs and LDPs would be subject to local scrutiny through the gatecheck/adoption process.
- Consideration should be given to the geography and tenure of 'aspirations' in NPF as a different approach could be appropriate for different parts of Scotland. The 'aspiration' may only apply to certain areas e.g. city regions, and may not be appropriate for all tenures.

**Main benefits of this approach include:**

- Undertaking this work across HMAs is of critical importance to reflect the way that the housing market operates across LA boundaries in city regions.
- Evidence based scenarios and assumptions and 'robust and credible' assessment provide solid evidence for LHS and LDP and satisfies requirements of Housing (Scotland) Act (section 89) and local housing strategies.
- The HMP would have ownership of the targets and their implementation and have the ability of refresh as required for their LHS/LDP. If housing targets are set in NPF without input from LAs then they may not feel that they have ownership of the figures. Local analysis may then be required for LHS requirements and there may be a disconnect between the national and local figures which would need to be resolved for the LHS/LDP.
- There are significant benefits of maintaining the current HMP joint working approach between planning and housing (and the SDP/LDP and LHS) and the joint production of a city region HNDA and related housing targets. These benefits include:
  - cost savings (compared to producing eight council level HNDAs);
  - sharing skills and expertise (specialists on different topics in different councils and capacity building amongst members);
  - distribution of tasks (spreads the work load resulting in time efficiencies);
  - networking (sharing ideas and experience);
  - working collaboratively to understand and address housing need and demand within a local housing system that crosses LA boundaries within the functional housing market area framework; and,
  - identifying common issues across areas.

**2. NPF identifies regional housing aspirations/targets**

- NPF uses HNDA Tool to derive regional housing estimates and set the housing aspiration. In areas without regional partnerships this could be done at LA level.
- In a city region context the regional partnership/HMP agrees the approach

to disaggregate NPF estimates amongst its LAs. A disaggregation method would require to be developed; however, a methodology could be created using a version of the existing approach to defining HMAs. This would better reflect local circumstances than nationally defined LA targets.

- If a range of aspirations/scenarios are identified in NPF then an approach for regions/local authorities to evidence base which one is appropriate for their area is required.
- Identifying housing aspirations/targets at the national level without regional/local input is not recommended as set out below.

### 3. NPF identifies national housing aspirations/targets

It is considered that housing aspirations/targets should not be set in NPF without regional/local input to the HNDA process for the following reasons:

- a one size fits all HNDA can't capture differences or complexities across Scottish areas;
- although the HNDA Tool mainly uses national data sources, there are impracticalities of applying the HNDA Tool at a national level as assumptions will vary in different areas to reflect local circumstances;
- there are 15 assumptions to be set within the Tool requiring local area knowledge and evidence to inform the choice of assumptions;
- any use of the Tool nationally would have to aggregate assumptions for sub-areas to a regional/national level rather than using the same assumptions regionally or nationally for areas that are quite different;
- it is important that functional HMAs reflect patterns of where people are buying and selling houses and regional partnerships/local authorities should set their housing market areas. Geography is an important consideration if targets are identified in NPF;
- it is considered that local/regional HNDAs would still be required to inform the LHS and LDP processes. If an HNDA is also prepared nationally by the Scottish Government there could be two sets of targets using a different evidence base and these would have to be reconciled.

### 4. Local Authority identifies housing aspirations/targets

- LAs derive housing estimates in HNDA Tool.
- Government could set the level of 'aspiration' in NPF or LAs could submit to government to add level of 'aspiration'.
- If submitting to government for NPF there may be alignment and timing issues attempting to aggregate figures from 34 planning authorities (including National Parks) which mean it is not feasible.

### 5. 'Aspiration'

- If 'aspiration' means adding generosity in the language of SPP, then this could be a percentage set in NPF or set regionally/locally and may only apply to one tenure or be different for the affordable and private sectors.
- For the Scottish Government's affordable housing targets there is a direct link between targets and delivery because funding is attached to these commitments so it may be appropriate to only have an aspiration for this

sector.

### **C. Maintaining and improving the HNDA approach**

The current HNDA approach provides a robust evidence basis to support decisions about new housing supply and wider investment and housing-related service decisions. The HNDA and HMP approach introduced in 2008 created a strong connection between SDPs, LDPs and LHS and this should be harnessed to increase housing delivery.

Learning from the first experience of undertaking an HNDA with the HNDA Tool and guidance, the next iteration of HNDAs would be quicker and more proportionate.

The HNDA approach should be maintained through the new planning system to provide consistency, continuity and stability and to ensure data comparability over time. Using an established method would free time to enable efficient production of targets and to focus on housing delivery.

The Scottish Government's HNDA Tool introduced in 2014 should continue to be used to inform housing targets at a city region level. Benefits of this approach include:

- a streamlined HNDA reducing the time and cost of production to local authorities;
- gives a clear method for estimating housing need and demand across local authority boundaries;
- introduced consistency in the approach used across Scotland moving the debate away from the method used; and
- introduced a central team, the Centre for Housing Market Analysis, as one point of contact (who support and assess HNDA).

However, there are areas where the HNDA Tool and Government guidance could benefit from development and improvement to aid the process and these are set out in Annexes 1 and 2.

### **D. Transitional arrangements**

It is important that continuity in joint working practices is maintained throughout the transition period to maintain momentum and prevent delay in implementing the new approach to planning for housing.

The introduction of the new HNDA approach in SPP in June 2014 came before LHS Guidance (August 2014) and a fully functioning HNDA Tool with all its associated guidance (October 2014). The Glasgow and the Clyde Valley HMP submitted its HNDA to the CHMA in stages from November 2014 with a final submission in May 2015 receiving 'robust and credible' status in May 2015. The SDP Main Issues Report was published for consultation in January 2015.

This lack of clarity and guidance had an impact on the approach taken to the HNDA, delayed work of the HMP and had an impact on the content of the SDP Main Issues Report. It is important that transitional arrangements and guidance are prompt. This is particularly relevant given that the statutory SDP review cycle means commencing HNDA3 in Spring 2017 for submission to the CHMA by spring 2019 ahead of the SDP Main Issues Report publication in January 2020 and Proposed Plan submission in May 2021 (four years from anticipate approval



of SDP2 in May 2016 under the current system).

Alongside reviewing SPP (June 2014) the following documents are of particular relevance to planning for housing and will require revision: HNDA Refresh - A Manager's Guide; HNDA Refresh - A Practitioner's Guide; Local Housing Strategy Guidance; HNDA Tool Instructions; Planning Advice Note 2/2010 Affordable Housing and Housing Land Audits; Draft Planning Delivery Advice: Housing and Infrastructure (2016).

## **E. Additional points for consideration**

There are a number of additional points for consideration:

- currently HSTs through the SDP/LDP and LHS processes are subject to local democratic processes and it is important that this input and accountability is maintained;
- regional approach may be appropriate for city regions, particularly where HMAs cross council area boundaries, but alternative approaches may be more suitable for areas with self-contained housing markets or more rural areas;
- HMAs should be defined by regional partnerships/HMP (and not nationally in NPF) because identifying HMAs requires knowledge of the operation of local housing markets - different approaches to defining city region HMAs could be addressed by a methodology working group being set up to produce up-to-date guidance; and
- National Records of Scotland currently provide population and household estimates and projections for council areas, health boards, and SDP areas. In defining any new regional partnership, estimates and projections should also be made available for these geographies.

## **ANNEX 1 - Improving the HNDA Tool**

Although supportive of using the HNDA Tool in assessing housing need and demand there are areas where its functionality could be developed and improved.

- 1) The tenure balance output from the HNDA Tool could be refined. The Tool estimates a much larger social rented sector than previous assessments. For example for HNDA2 the projected tenure balance of new households in Clydeplan was 57% Private and 43% Social rent and below market rent (SR&BMR) whilst the tenure balance of existing households was 71% Private, 29% SR&BMR, implying that the proportion of households in the private sector would be falling for the first time in decades. This is partly due to the data inputs covering the recessionary period, the underlying assumptions/thresholds set in the Tool; and that the Tool does not identify a potential 'intermediate sector' for assisted home ownership/rental products that could potentially contribute to 'affordable housing'. These factors should be explored further in the next iteration of the Tool.
- 2) It would be beneficial if the Tool could reflect that in city regions functional housing market areas (HMAs) are likely different for private and social markets; may overlap council boundaries; and can contain different tiers of sub-market area overlain by more mobile demand.
- 3) It could be beneficial if the Tool had the ability to capture local trends in fertility, mortality, migration and household formation for sub-council areas



which may have different trends to the wider council or housing market area. An ability to capture local differences could improve the projections and outcomes from the Tool. National Records of Scotland recently published experimental sub-council area projections to explore these issues which could be helpful

([www.nrscotland.gov.uk/files//statistics/scap/scap.pdf](http://www.nrscotland.gov.uk/files//statistics/scap/scap.pdf)).

- 4) It could be beneficial if the Tool offered an approach to alter levels of household growth in sub-areas where they may differ from the LA trend.
- 5) An estimation of household type and size could help in meeting needs of particular households and provide evidence for affordable housing policies although it is acknowledged that this may be difficult to achieve.
- 6) The GCV HMP is happy to assist CHMA in developing the Tool's functionality.

## **ANNEX 2 - Improving government guidance**

The approach to planning for housing could be supported and improved by changes to government guidance which will be required as a precursor to the introduction of any new approach to prevent uncertainty and delay. Additionally clarity is required with regard to:

- 1) a consistent definition of 'affordable housing' (definitions in SPP, PAN 2/2010; the HNDA Tool and the Affordable Housing Supply Programme differ);
- 2) the relationship between Housing Estimates, Housing Supply Target, generosity; Housing Land Requirement and 'aspirations' in the context of the review;
- 3) the approach to HMAs. Current guidance requires target setting at both HMA and LA level which is not consistent with a cross boundary HMA approach and has resulted in different approaches being adopted across Scotland's city regions.

### **New Infrastructure Agency**

**21. Do you agree that rather than introducing a new infrastructure agency, improved national co-ordination of development and infrastructure delivery in the shorter term would be more effective?**

#### Response

Yes, the proposal to establish a "national infrastructure and development delivery group" is supported. The Group should bring together expertise and advice and will play a role in considering the approach to regional infrastructure audits and providing a "community of practice" enabling skills and expertise to be developed and pooled.

### **Regional Partnership Working**

**22. Would the proposed arrangements for regional partnership working support better infrastructure planning and delivery?**

#### Response

The extent to which it is intended for a regional partnership to assume a direct delivery role will require to be clarified. Although SDPAs work with infrastructure providers and the development industry in preparing and monitoring the SDP, SDPAs currently have no powers, duties or resources to ensure the delivery of

infrastructure or development. If it is intended to provide regional partnerships with a delivery role, appropriate powers, duties and associated funding are required.

Currently regional scale infrastructure delivery is taking place through the funding arrangements of the City Region/City Deals utilising existing powers within local authorities for land assembly and direct delivery. Regional partnerships can operate in this way, given similar power, or could be co-opted with the City Region/City Deal structure to have access to these powers to support better infrastructure planning and delivery.

In the Greater Manchester example<sup>6</sup>, the duties, powers and resources have been established through an agreement between the Treasury and the Combined Authority, with legislation to follow to elect the Mayor and establish further powers. This is a model that may have application for regional partnerships, but which goes beyond the remit of planning legislation.

Another example of how delivery was secured on a large scale, is the model provided by the New Town legislation and development corporations and this model merits consideration.

From paragraphs 3.36 in the consultation, the specifics of a role in respect of infrastructure indicate that planners should be empowered to advise on spatial priorities for infrastructure investment through the development of evidence via regional audits which it states could bring together, for example transport, schools, healthcare facilities, water, flooding, drainage, sewerage, energy, telecommunications, digital and green networks. This cross-cutting approach would likely enable better infrastructure planning and delivery, however, it is beyond the scope of just planning and should be supported in a clearly defined role for a regional partnership which may form part of a general monitoring role.

Additionally key here would be to ensure that delivery activities support the identified requirements of any monitoring or audit. Therefore infrastructure requirements should be identified within the delivery programmes of regional partnerships. The preference would be for this role to be defined in statute rather than guidance or advice.

Resourcing to meet any future identified skills gap, either through recruitment, secondment, skill sharing or training, would be required.

## **22(a) What actions or duties at this scale would help?**

### Response

See above but in summary:

- powers, duties and resources;
- land assembly powers;
- preparation of regional monitoring statements encompassing infrastructure audits;
- preparation of delivery programmes;
- duty to consult with key agencies and infrastructure providers;
- statutorily defined role.

<sup>6</sup>

[www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/369858/Greater\\_Manchester\\_Agreement\\_i.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/369858/Greater_Manchester_Agreement_i.pdf)

## Infrastructure Levy

### 24. Do you agree that future legislation should include new powers for an infrastructure levy?

#### Response

Yes, however, direct funding of infrastructure is preferred as discussed in the following.

There are a number of potential options available to the Scottish Government on how to apply and manage any future infrastructure levy proposals:

- i. rather than introduce a levy that would be perceived as an additional tax on development, and be complex to collect and administer as well as being open to challenge, there is a case for direct funding of regional partnerships to implement the regional priorities where a case has been made to government. This is how the Greater Manchester Housing Fund<sup>7</sup> is resourced. Direct funding of a Housing Infrastructure Fund is now also being introduced by the UK Parliament.
- ii. introduce a levy on all development and hold funds centrally to be drawn down at a regional and/or local scale where a case is made.
- iii. a simple additional levy on all development.
- iv. a levy on development of a certain scale e.g. major developments.

Analysis of the volume of applications, along with a view of the funding required, would assist government in designing a satisfactory scheme.

However the infrastructure levy is administered, collection based on a centrally designed national model would provide clarity, consistency and remove the scope for legal challenge.

### 24(b) to what type of development should it apply?

#### Response

Regional priorities and large scale developments where viability is marginal.

### 24(c) who should be responsible for administering it?

#### Response

See above

### 24(d) what type of infrastructure should it be used for?

#### Response

This list of potential categories in paragraph 3.36 could be covered by the proposed infrastructure levy, where appropriate.

As documented in the consultation, a limitation here is the lack of direct authority and control over a range of privatised infrastructure bodies which have different corporate structures. Therefore careful consideration is required to be given to the infrastructure services over which regional partnerships would have control or influence.

The following however are specifics relevant within this geographical area and

<sup>7</sup> [www.greatermanchester-ca.gov.uk/info/20034/greater\\_manchester\\_housing\\_fund](http://www.greatermanchester-ca.gov.uk/info/20034/greater_manchester_housing_fund)

within which the regional partnerships could play a positive role:

- enabling funding for housing development to bridge viability gaps similar to the Greater Manchester Housing Fund<sup>8</sup>;
- land assembly;
- transport infrastructure including active travel;
- green infrastructure in support of the delivery of the Central Scotland Green Network.

## Climate Change

**25. Do you agree that Section 3F of the Town and Country Planning (Scotland) Act 1997, as introduced by Section 72 of the Climate Change (Scotland) Act 2009, should be removed?**

### Response

Yes it should be removed as a recent independent study found no evidence that there is any added value from this requirement instead, building standards are seen as the most effective way of driving down emissions.

Regional partnerships should be encouraged to focus on where most benefit can be derived through collaborative working. In the Glasgow city region context the Climate Ready Clyde Partnership, if formally established, presents such an opportunity as it can, through a city region Climate Change Adaptation Strategy and Action Plan, address existing building stock and retrofit measures.

Building regulations can continue to drive down emissions.

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<sup>8</sup> [www.greatermanchester-ca.gov.uk/info/20034/greater\\_manchester\\_housing\\_fund](http://www.greatermanchester-ca.gov.uk/info/20034/greater_manchester_housing_fund)

**Glasgow and the Clyde Valley Strategic Development Planning Authority**

**To: Glasgow and the Clyde Valley Strategic Development Planning Authority  
Joint Committee**

**On: 13<sup>th</sup> March 2017**

**Report by  
Stuart Tait, Manager**

**Clydeplan Annual Report 2016**

**1. Summary**

- 1.1 The purpose of this report is for the Joint Committee to consider and approve for publication its Annual Report for 2016.

**2. Recommendations**

- 2.1 It is recommended that the Joint Committee
- approve the 2016 Annual Report as set out in the Appendix; and,
  - agree that, in accordance with the practice of previous years, an enhanced version of the Annual Report be produced in order to promote the work of the Joint Committee.

**3. Context**

- 3.1 The Joint Committee's Minute of Agreement requires the preparation of an Annual Report to set out the work of Authority for the previous calendar year.
- 3.2 The Appendix sets out the 2016 Annual Report and provides a summary of the work undertaken by Clydeplan during the year under the following broad headings:
- Review of current Strategic Development Plan;
  - Clyde Marine Planning Partnership
  - Glasgow City Region and City Deal
  - Scottish Government's Review of Planning in Scotland;
  - Continuing Stakeholder Engagement
  - Personnel; and,
  - Priorities and Issues affecting the future work of Clydeplan.



**CLYDEPLAN**  
**ANNUAL REPORT 2016**

**Introduction**

The eight Clydeplan Local Authorities are committed to strategic planning and working in partnership with a wide range of stakeholders in support of the delivery of its Vision and Spatial Development Strategy as set out in the first Strategic Development Plan (SDP) for the Glasgow and the Clyde Valley city region which was approved by Scottish Ministers on 29<sup>th</sup> May 2012.

Many of the key elements of the Spatial Development Strategy such as Clyde Gateway, Clyde Waterfront and Ravenscraig and the Glasgow and the Clyde Valley Green Network have been incorporated in the Scottish Government's National Planning Framework 3 which was published in June 2014. These strategy components provide a sound foundation upon which the city region can deliver growth for Scotland's largest city region.

The scale of work that has been undertaken during 2016 has only been made possible by the willing support that Clydeplan has gratefully received from both private and public sector partners including the Scottish Government, Scottish Enterprise, Scottish Natural Heritage, Scottish Environment Protection Agency, Historic Environment Scotland, Strathclyde Partnership for Transport, Glasgow Airport, Visit Scotland, Transport Scotland, Forestry Commission Scotland, Glasgow and Clyde Valley Green Network Partnership, Clyde Marine Planning Partnership, Central Scotland Green Network Trust, Glasgow Centre for Population Health, Metropolitan Glasgow Strategic Drainage Partnership, Scottish Water, Homes for Scotland, Scottish Property Federation, University of Glasgow and Heriot Watt University.

This report sets out the work that has been undertaken by Clydeplan and its partners during 2016.

Further information on the work of Clydeplan can be found at [www.clydeplan-sdpa.gov.uk](http://www.clydeplan-sdpa.gov.uk).

**Review of current Strategic Development Plan**

The context for the review of the current Strategic Development Plan is set out in Clydeplan's Development Plan Scheme and Participation Statement 2016/17 which was published in April 2016.

Clydeplan approved the Proposed Plan at its meeting on 14<sup>th</sup> December 2015 and the six week consultation commenced in January 2016.

The Proposed Plan sets out the Authority's Vision and Spatial Development Strategy for the growth of the city region over the next 20 years and supports the four planning outcomes as set out in National Planning Framework 3 and Scottish Planning Policy, namely;

- 1) *A Low Carbon Place* (infrastructure to enable transition to low carbon economy);
- 2) *A Natural Place to Invest* (environment protection, tourism and sustainable resource management);
- 3) *A Successful, Sustainable Place* (economic growth, sustainable settlements, regeneration, green networks, health and home);
- 4) *A Connected Place* (movement of people, digital links and connectivity).



The Proposed Strategic Development Plan places a strong emphasis on placemaking and leadership and delivery, as well as key strategy components such as Glasgow City Centre, Glasgow and Clyde Valley City Deal, the River Clyde, the Forth and Clyde Canal. The Proposed Plan also includes a refreshed context for Development Management.

In total 64 responses were received which culminated in the identification of 28 issues.

The Proposed Strategic Development Plan and Clydeplan's response to the 28 issues was submitted to Scottish Ministers on 26<sup>th</sup> May 2016. The Examination of the Plan by the Directorate of Planning and Environmental Appeals commenced on 14th July 2016 following the Reporters consideration that Clydeplan had conformed to the terms of its published Participation Statement.

Six Further Information Requests were received on a range of topics including housing, heat and electricity, climate change and Glasgow Airport. A formal hearing into housing related issues was held on Wednesday 14th December 2016 in Renfrew Town Hall and it is anticipated that Plan will be approved by Scottish Ministers in Spring 2017.

### **Clyde Marine Planning Partnership**

The Clyde Marine Planning Partnership (CMPP) was formally established in February 2016 by a number of the members of the Core Group of the Firth of Clyde Forum including Clydeplan who have taken up Board membership of the Partnership.

The CMPP will take forward regional marine planning in the Clyde and prepare a Clyde Regional Marine Plan. Once adopted by Scottish Ministers the Clyde Regional Marine Plan will be statutory in nature making the CMPP a statutory consultee in all relevant license applications and Plan related developments.

As part of the planning process CMPP staff have completed the final draft of the 'Assessment of the Condition of the Clyde Marine Region' identifying significant pressures and main issues to be dealt with in the marine plan. The CMPP is also developing its approach to public and stakeholder input which is core to its activities.

Clydeplan will continue to actively support development of the emerging Clyde Regional Marine Plan and related activities.

### **Glasgow City Region and City Deal**

During 2016 Clydeplan has become increasingly involved in the development of work streams within the partnership of the eight authorities around the Glasgow City Deal Programme.

Clydeplan has actively participated in the development of the emerging City Region Economic Strategy and is involved in a number of the portfolio discussions that have been established including Housing and Inequalities; Land Use and Sustainability and Infrastructure and Assets. Additionally, Clydeplan has contributed to the discussions around the establishment of a Research and Intelligence Hub which if established, will provide an important city region resource.

Clydeplan's involvement with the City Region activities is likely to continue to grow and develop during 2017 and beyond, particularly given the general direction of the national planning review and the economies of scale and general benefits that can be gained through city region scale joint partnership working.

### **Scottish Government's Review of Planning in Scotland**

In September 2015, Alex Neil MSP, Cabinet Secretary for Social Justice, Communities and Pensioners' Rights announced that he had appointed an independent panel to undertake a review of the Scottish planning system. The panel was chaired by Crawford Beveridge, and also included Petra Biberbach and John Hamilton.



Earlier in 2016, the Strategic Development Plan Managers and the Convenors and Vice Convenors of the four Scottish Strategic Development Planning Authorities provided oral evidence to the panel. The Manager and Assistant Manager were invited to take part in workshops in October to discuss with the Scottish Government and other stakeholders the review recommendations.

The panel published its recommendations on 31<sup>st</sup> May 2016 and focussed on 6 key issues, namely,

- Development planning;
- Housing delivery;
- Planning for infrastructure;
- Further improvements to development management;
- Leadership, resourcing and skills; and,
- Community engagement.

Following a change in Ministerial responsibilities in May 2016 the new Minister leading the Review is Kevin Stewart, MSP, Cabinet Secretary for Local Government and Housing.

Scottish Ministers published their initial response to the report's recommendations on 11<sup>th</sup> July 2016 and have recently published a consultation on 10<sup>th</sup> January 2017 with a view to a Planning Bill either in late 2017 or early 2018.

The scope of the consultation seeks views on proposals for:

- a reconfigured system of development plans. This will link with proposals to extend the role and scope of the National Planning Framework and Scottish Planning Policy;
- new tools to assist housing delivery and diversification of types of housing;
- an approach to infrastructure delivery which recognises the development planning process;
- changes to the development management process to improve efficiency and transparency;
- a renewed approach to performance improvement which links with an enhanced fee structure and more innovative resourcing solutions;
- more meaningful and inclusive community engagement; and,
- embedding IT and innovation to achieve a digitally transformed planning system.

One of the key recommendations is Recommendation 2 which states strategic development plans should be replaced by an enhanced National Planning Framework and that strategic development planning authorities should be repurposed to pioneer a different way of working where planners proactively co-ordinate development with infrastructure delivery at the city-region scale and be given a statutory duty to co-operate with the Scottish Government in producing the National Planning Framework. This recommendation has potentially significant implications for the work, governance and resources of Clydeplan.

Further information on the Review can be found at

<https://consult.scotland.gov.uk/planning-architecture/a-consultation-on-the-future-of-planning/>

### **Continuing Stakeholder Engagement**

Effective stakeholder engagement is an ongoing feature of Clydeplan's day to day activities in its endeavours to influence the activities of others around delivery of the Clydeplan Vision and Spatial Development Strategy.

In April Clydeplan presented to Homes for Scotland Strathclyde Committee and throughout the year, took part in a number of meetings to assist mutual understanding of the issues impacting on delivery of homes in the Glasgow city region and to assist Homes for Scotland's in responding to the Proposed Plan. A Concordat on the approach to Housing Land Audits between Homes for Scotland and the Clydeplan local authorities was refreshed in May to support efficiency within the process.

In addition, Clydeplan has instigated discussions and exchanges with key infrastructure providers including Scottish Water, Scottish Power Energy Networks and BT Openreach to develop a shared understanding of the investment requirements needed to achieve the aims set out in Clydeplan.

Clydeplan has also been liaising with SEPA on flooding mapping for the city region.

### **Personnel**

A number of personnel changes took place in 2016 involving staff secondments. One member of the team took a temporary position with the National Records of Scotland assisting with enhancing statistical skills particularly in relation to population and household statistics. Whilst in that post, a member of North Lanarkshire's planning team was seconded in bringing new skills and experience to the Clydeplan team particular around housing data analysis and Habitat Regulations Appraisal.

Another member of Clydeplan has provided support and training in the development of Strategic Environmental Assessment for the Fermanagh and Omagh District Council Local Development Plan.

### **Priorities and Issues affecting the future work of Clydeplan**

The priorities for the future work of Clydeplan will be influenced, amongst other things, by

- the Scottish Ministers decision letter on the Proposed Strategic Development Plan;
- continued joint working with key stakeholders in support of the delivery of the Spatial Development Strategy and Action Programme;
- the Scottish Government's consultation on the Review of Planning in Scotland published on 10<sup>th</sup> January 2017;
- publication of the Scottish Government's Planning Delivery Advice;
- the outcome of the Local Government elections in May 2017;
- ongoing developments around Glasgow City Region governance and City Deal; and,
- continuing challenges of delivery in the context of reduced financial and staff resources in both the public and private sectors.

**Glasgow and the Clyde Valley Strategic Development Planning Authority**

**To: Glasgow and the Clyde Valley Strategic Development Planning Authority  
Joint Committee**

**On: 13<sup>th</sup> March 2017**

**Report by  
Stuart Tait, Manager**

**Development Plan Scheme and Participation Statement 2017/18**

**1. Summary**

- 1.1 The purpose of this report is for the Joint Committee to adopt for publication its Development Plan Scheme and Participation Statement 2017/18.

**2. Recommendation**

- 2.1 It is recommended that the Joint Committee
- adopt the 2017/18 Development Plan Scheme and Participation Statement; and,
  - authorise the Strategic Development Plan Manager to make the necessary arrangements for its publication and distribution.

**3. Context**

- 3.1 As part of the requirements of the Planning etc. (Scotland) Act 2006 planning authorities are expected to publish a '*Development Plan Scheme*' and '*Participation Statement*' and to review it on an annual basis. The purpose of these documents is to set out the Authority's programme for preparing, reviewing and consulting on its Strategic Development Plan.
- 3.2 Clydeplan published its first Development Plan Scheme and Participation Statement on 31st March 2009, with subsequent revisions published annually in March.
- 3.3 Copies are to be placed in all local libraries throughout the city region, on Clydeplan's website as well as two copies being sent to Scottish Ministers.
- 3.3 The 2017/18 Development Plan Scheme reflects the current position in respect to the anticipated approval of the second SDP in Spring 2017 following its submission to Scottish Ministers in May 2016.

**4. Development Plan Scheme and Participation Statement 2017/18**

- 4.1 The 2017/18 Development Plan Scheme and Participation Statement reflects the ongoing considerations around the approach to engagement and previous discussions at Heads of Policy and Steering Group.

- 4.2 The timetable for the preparation of any future Strategic Development Plan will be wholly dependent on the outcome of the Scottish Government's Review of the Scottish Planning System which is currently seeking views on the proposal to remove Strategic Development Plans from the development plans hierarchy. Clydeplan will continue to prepare a DPS, appropriately caveated.
- 4.3 Clydeplan will continue to engage with key stakeholders in developing and undertaking strategic planning activities, having cognisance of the general direction of the Planning Review. This will include a particular focus on infrastructure and the delivery of the Action Programme.
- 4.4 The 2017/18 Development Plan Scheme and related Participation Statement are attached in the Appendix.

## **Appendix**



# **Getting Involved in Strategic Planning in the Glasgow City Region**

## **Development Plan and Participation Statement**

**March 2017- March 2018**

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## **We Want To Know Your Views**

Welcome to the latest edition of Clydeplan's Development Plan Scheme and Participation Statement.

These two documents together set out how you can learn about and influence the preparation of the Strategic Development Plan (SDP) for the Glasgow city region and are updated each year in March.

Clydeplan are committed to continued joint working and service improvement and is keen to work with all those who have an interest in strategic planning of the Glasgow city region.

We would like you to use this document as an opportunity to comment on this Development Plan Scheme and Participation Statement, or indeed on any other matters relevant to the SDP preparation.

We welcome your views and our contact details are provided at the end of this document.

## Development Plan Scheme

### Introduction

The first Glasgow and the Clyde Valley Strategic Development Plan (SDP) was approved by Scottish Ministers on 29th May 2012 and follows in a long standing tradition of strategic planning in the West of Scotland which recognises that the communities of the conurbation are interdependent and that a shared vision and land use strategy is required to tackle the major economic, social and environmental challenges we all face.

The SDP which covers the local authority administrative areas of East Dunbartonshire, East Renfrewshire, Glasgow, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire, excluding that part of West Dunbartonshire that lies within the Loch Lomond and the Trossachs National Park, sets out the strategic planning and spatial development strategy for the city region for the next twenty years and beyond.

Clydeplan operates as a Joint Committee comprising two Councillors from each of the eight constituent local authorities who, as a general rule are the Conveners and Vice-Conveners from the relevant Planning Committees/Boards of their respective authority.

Clydeplan have a responsibility to Scottish Ministers under the terms of the Planning etc (Scotland) Act 2006 (as amended), to prepare, monitor and review a SDP on behalf of the member local authorities.

Clydeplan hopes you will engage with them in the preparation and development of the SDP.

### Purpose of the Development Plan Scheme

The purpose of the Development Plan Scheme is to:

- outline the steps which Clydeplan will take in preparing the SDP for the Glasgow and the Clyde Valley city region; and,
- explain the statutory processes involved in preparing the SDP and how you can be involved in terms of accessing documents and making representations.

### Development Plan System in Scotland

The statutory requirement to prepare development plans is set out in the Planning (Scotland) etc Act 2006 (as amended).

Development Plans are the basis for decision making on planning applications. They contain policies and proposals for the future development and use of land in an area.

These Plans can cover a wide range of issues such as housing, transport, employment, retail, recreation and conserving and protecting the natural environment.

Further information can be found in the Scottish Government's Planning Circular 6/2013: Development Planning, [www.scotland.gov.uk/Publications/2013/12/9924](http://www.scotland.gov.uk/Publications/2013/12/9924).

The Development Plan system in Scotland currently consists of three core statutory documents:

- (i) **National Planning Framework for Scotland (NPF)** is produced by the Scottish Government and sets out, in broad terms, Scottish Ministers' strategy for Scotland's spatial development and the priorities for that development. NPF3, the latest NPF, was published in June 2014  
[www.scotland.gov.uk/Resource/0045/00453683.pdf](http://www.scotland.gov.uk/Resource/0045/00453683.pdf)
- (ii) **Strategic Development Plan** is prepared by the Strategic Development Planning Authority and sets out a long-term (20 years or more) view of development strategy considering its general scale and broadly where it should be located. The



SDP is approved by Scottish Ministers. SDPs are only prepared for the four Scottish city-regions;

- (iii) **Local Development Plans** are prepared by local authorities and set out more detailed policies and proposals to guide development. These plans, which are approved by the local authority, must accord with the approved SDP.

At the time of writing, the Scottish Government are consulting on proposed changes to the Scottish planning system which include the deletion of Strategic Development Plans from the hierarchy of development plans. Therefore the timetable for the preparation of any future SDP will be wholly dependent on the outcome of the planning review.

In the interim, as required by the current statutory provisions, Clydeplan will continue to prepare a DPS, appropriately caveated. Clydeplan will continue to engage with key stakeholders in developing and undertaking strategic planning activities, having cognisance of the general direction of the Planning Review. This will include a particular focus on infrastructure and the delivery of the Action Programme.

### **Strategic Environmental Assessment**

The policies and proposals contained in the SDP will be assessed for their potential impacts on the environment utilising a process known as Strategic Environmental Assessment or SEA. The Environmental Assessment (Scotland) Act 2005 makes SEA a legal requirement on many public plans, programmes and strategies, including the SDP.

The purpose of SEA is to provide a high level of protection for the environment by ensuring that environmental issues are considered by decision makers alongside economic and social issues. This is achieved by systematically assessing the potential significant environmental effects of the plan, and recording the results in an 'Environmental Report'.

The process involves regular liaison with Scottish Natural Heritage, Scottish Environmental Protection Agency and Historic Scotland.

The SEA will be prepared in conjunction with the Strategic Development Plan and will be co-ordinated with the Plan's preparation and related processes.

### **Action Programme**

An Action Programme sets out how Clydeplan proposes to implement the Strategic Development Plan.

The Action Programme sets out:

- a list of actions required to deliver each of the plan's policies and proposals;
- the name of the person/organisation who is to carry out the action; and
- the timescale for carrying out each action.

The Action Programme will focus on the role of Clydeplan and its delivery partners, in delivering the strategic planning vision and spatial development strategy incorporating key development projects and infrastructure.

In preparing their Action Programmes Clydeplan will consult and consider the views of:

- the Key Agencies;
- the Scottish Ministers; and,
- anyone Clydeplan proposes specifying by name in the Action Programme.

The Action Programme must be published and submitted to Scottish Ministers at the same time as the Proposed Plan.

The Action Programme must be adopted and published by Clydeplan within 3 months of the SDP being approved by Scottish Ministers.

Thereafter, the Action Programme will be kept under review by Clydeplan, and updated and refreshed at least every 2 years. Whenever an Action Programme is published, the SDPA are required to send 2 copies to Scottish Ministers, place copies in local libraries and publish electronically.

The latest Action Programme was published by Clydeplan on 18<sup>th</sup> January 2016 in support of the Proposed SDP which was submitted to Scottish Ministers on 26<sup>th</sup> May 2016 ([http://www.clydeplan-sdpa.gov.uk/files/Action\\_Programme\\_Final\\_2.pdf](http://www.clydeplan-sdpa.gov.uk/files/Action_Programme_Final_2.pdf)).

The Action Programme in support of the SDP will be adopted and published later this year and within three months of the SDP being approved by Scottish Ministers.

## **Getting Involved**

Clydeplan is keen to engage with as many interested parties as possible, particularly the general public, during the preparation of the SDP.

By encouraging consultation at all stages of the SDPs preparation, Clydeplan seeks to ensure that those with an interest in the area e.g. members of the public, businesses, key agencies and organisations including community groups, have an opportunity to contribute their views before decisions are taken.

This applies as much to those who support the plan as to those who want to make objections.

Clydeplan will make extensive use of its website ([www.clydeplan-sdpa.gov.uk](http://www.clydeplan-sdpa.gov.uk)) and Twitter account (@Clydeplan), to update interested parties on its ongoing work and as a key component of its formal consultation strategy.

In this context Clydeplan is always interested to hear from individuals, groups and organisations or indeed anyone interested in the SDP as to how to best undertake engagement. Details of how to provide feedback are included at the end of this document.

## **Timetable for approval of the Strategic Development Plan**

Planning etc. (Scotland) Act 2006 Part 2 Section 10 subsection 8 requires the submission of the next SDP within 4 years of the approval of its predecessor. In the case of Clydeplan this was on or before 29<sup>th</sup> May 2016 and the second SDP was submitted for approval to Scottish Ministers on 26<sup>th</sup> May 2016.

The Directorate of Planning and Environmental Appeals (DPEA) Examination of the Plan has been ongoing since then and is on schedule to conclude in February 2017 with Ministerial approval anticipated shortly thereafter.

As mentioned above, the development of any third SDP will be wholly dependent on the outcome of the consultation on the proposed changes to the Planning System and specifically the proposed deletion of SDPs from the hierarchy of development plans.

## Summary of Key Stages

The following diagram identifies the key plan preparation stages for the SDP with further detail on the approach to engagement at each stage provided in the Participation Statement.

Stage	Strategic Development Plan	Key Components	Estimated Timetable
<b>ONGOING CONSULTATION ON STRATEGIC DEVELOPMENT PLAN 2</b>		Engage and work with the constituent local authorities and key stakeholders in the work programme in support of Strategic Development Plan 2.	<b>Ongoing throughout 2014 and 2015</b>
<b>1</b>	<b>Development Plan Scheme and Participation Statement</b>	Strategic Development Plan Authority publishes Development Plan Scheme and Participation Statement.	<b>Revised and Published March 2014</b>
<b>2</b>	<b>Early Engagement – “Shaping Our Future”</b>	This is a non statutory consultation planned to tease out views on the performance of the existing SDP strategy, the key issues to be addressed by the next SDP and therefore included in the Main Issues Report, as well as any locationally specific considerations.	<b>January - February 2014</b>
<b>3</b>	<b>Action Programme Update</b>	Publication of Action Programme update.	<b>August 2014</b>
<b>4</b>	<b>Monitoring Statement</b>	The Monitoring Statement and feedback from the “Early Engagement” exercise in January 2014 will assist in identifying the key issues to be addressed in the Main Issues Report.	<b>June - December 2014</b>
<b>5</b>	<b>Housing Need and Demand Assessment</b>	This provides part of the evidence base for Local Housing Strategies and Strategic and Local Development Plans. The HNDA and Housing Supply Targets will inform the SDP Proposed Plan.	<b>June - January 2015</b> (Finalised May 2015)

Stage	Strategic Development Plan	Key Components	Estimated Timetable
6	<b>Main Issues Report and Environmental Report</b>	Publication and consultation on Main Issues report and related supporting documents	<b>January 2015</b> (consultation ended 27 <sup>th</sup> March 2015)
7	<b>Publication of Proposed Plan and Environmental Report</b>	Publication and consultation on Proposed Plan and related supporting documents including the Action Programme.	<b>18<sup>th</sup> January 2016</b> (consultation ended 29 <sup>th</sup> February)
8	<b>Proposed Plan Submission</b>	Submission of Proposed Plan to Scottish Ministers for approval	<b>May 2016</b>
9	<b>Examination of Proposed Plan</b>	Any unresolved representations will be subject to an Examination conducted by an independent Reporter appointed by Scottish Ministers.	<b>July 2016</b> <b>Hearing into housing related issues</b> <b>December 2016</b>
10	<b>Examination Report on the Proposed Plan</b>	The Reporters submit their Report of Examination into the Proposed Plan to Scottish Ministers for this consideration	<b>February 2017</b>
11	<b>Approval and Publication of the Plan, Environmental Report and Action Programme</b>	Once Scottish Ministers receive the Examination Report, they may approve the Plan in whole or in part (with or without modification), or reject the Plan.  Clydeplan will then publish the approved SDP as soon as possible after approval.  The Action Programme in support of the SDP requires to be adopted and published within three months of the SDP being approved by Scottish Ministers.	<b>Spring 2017</b>
12	<b>Strategic Environmental Assessment Post Adoption Statement</b>	This details how environmental considerations have been integrated into the Plan.	<b>Spring 2017</b>

## **Participation Statement**

### **Why Get Involved**

Planning affects everyone and we want our plan to be as good as it can be reflecting the views of all stakeholders.

The SDP sets the city region planning context across the eight Clydeplan local authorities. The SDP directly influences Local Development Plans and therefore decisions on investment, infrastructure and the determination of planning applications.

### **Our Approach to Engagement**

We continually review our approach to communications and engagement.

During the last year the preparation of the Proposed Plan in 2016 followed a consultation exercise on the Main Issues Report, and was undertaken with support from local authority partners and wider stakeholders.

We have considered best practice examples including the approach to engagement undertaken by the Scottish Government around the NPF3 Main Issues Report and the approaches of the three other SDP teams SESplan, TAYplan and the Aberdeen City and Shire SDPA.

We have established some key principles for undertaking engagement, have undertaken a review of our stakeholders and have considered how best to engage with them.

Through this review we have identified a number of areas where our approach can be enhanced and we have already taken steps to implement a number of the required service improvements.

We have for example established a group on the Knowledge Hub to facilitate internal communications with our local authority partners, updated our website, launched an Early Consultation on the SDP, made additions to our list of stakeholders, and now use Twitter to facilitate more immediate communication and raise the profile of Clydeplan.

All of this activity is aimed to ensure that our plan is as good as it can be, reflecting the views of our stakeholders.

We are committed to continuing service improvements, and would welcome any feedback on this Development Plan Scheme and Participation Statement, or indeed on any matters relevant to the SDP preparation. Contact details are provided at the end of this document.

### **Key Principles**

Along with our local authority partners, we have adopted a number of key principles that will govern the way that we engage with our stakeholders. Clydeplan will:

- in all engagement activities, take account of the advice and principles in PAN 3/2010, Community Engagement and the National Standards for Community Engagement (refer Appendix A);
- go beyond minimum statutory consultation requirements in order to ensure that we have consulted all those that have an interest in the Plan;
- seek to improve levels of engagement with the general public and other stakeholders utilising social media and other techniques, but proportionately and within budgetary and resource limitations;
- invite contact from any organisation with an interest in Strategic Planning via our open approach, website and via direct communication (telephone, email and face to face contact);

- utilise this Participation Statement to document what we intend to do and then to document what we did do in respect of stakeholder engagement, including how we have taken stakeholder feedback into account;
- endeavour to utilise Plain English and engaging graphics, in order to explain our approach with clarity and simplicity where possible;
- request feedback from interested parties on where service and engagement activity improvements could be made, in order to further develop our culture of continuing improvement.

Your views on the Key Principles are welcome.

### **Who Do We Engage With**

We want to engage with everyone who has a stake in the plan however we recognise that the degree of involvement of stakeholders varies and that a proportionate and realistic approach is required. Some of our stakeholders have a high degree of influence on our plan such as the Scottish Government and the Local Authorities, while other stakeholders only seek to remain informed about the plan. Our approach to engagement and communication reflects that distinction.

We recognise that it can be difficult to engage some sections of society and organisations but will continue to aim to be as inclusive as possible. The SDP team will be available to meet with any interested party, particularly community councils and community groups throughout the SDP process.

Key parties with whom we seek to engage include:

- public sector groups (including key government departments and agencies);
- private sector groups (including business, retail and housing interests);
- established community groups (including community councils);
- voluntary and environmental organisations; and
- Community Planning Partnerships.

A list of identified stakeholders and groupings that are included on our Consultees Database is provided and suggestions on any additions are welcome (refer Table 1).

### **Ongoing Engagement**

Much engagement is of an ongoing nature, and we have a number of key stakeholders with whom we regularly engage. During the last two years, we have created a number of forums and held workshops involving the SDP Team, local authority partners and other key stakeholders from public and private organisations. This approach has enabled us to work jointly to identify the key strategic planning issues for this area.

The Forums include the Environment Forum and the Economy, Infrastructure and Placemaking Forum. Other active groups that inform our Plan Preparation include the SEA Working Group, the Housing Market Partnership Core Group.

In addition we meet and liaise regularly with the other three other SDP teams in Scotland along with the Scottish Government.

## **How Do We Engage**

By direct contact by email or telephone, through the forums and groupings detailed above, via our updated website, using Twitter, and through our open and transparent approach.

Additionally, the constituent Clydeplan Local Authorities have a role to play as a conduit for local information feeding into the plan preparation and assisting with consultation utilising established LDP consultation mechanisms, at key stages where local views are sought.

## **How To Get Involved**

The following sets out the Key Plan Preparation Stages from March 2013 through to the publication of the Proposed Plan and details when and how stakeholders can become most actively involved. This timetable is updated annually.

By way of a broad overview, as detailed in Circular 6/2013, Development Planning, the nature of engagement activities will vary throughout the plan preparation cycle. The Main Issues Report is the key document in terms of front loading effective engagement on the plan at this time engagement will be highly consultative. However, as we move towards publication of the Proposed Plan, the character of engagement will change with the emphasis on providing information and facilitating representations.

Once the Proposed Plan is submitted to Scottish Ministers, an Examination will be held into the unresolved representations at which time the arrangements for participation will be administered largely by the Scottish Government.

We hope that this document assists you in understanding how and when you can engage with us at the key stages in the plan preparation process and would welcome feedback on our approach. Contact details are provided at the end of this document.



**Table 1: Strategic Development Plan Key Stakeholders**

<b>Internal Stakeholders</b>	
<b>Local Authority</b>	Local Authority officers in particular planning, housing and economic development  Clydeplan Joint Committee Elected Members  Other Local Authority Elected Members
<b>Other Stakeholders</b>	
<b>Scottish Government</b>	Various including: Architecture and Design Scotland Centre for Housing Market Analysis Housing Investment Division Planning and Architecture Division SEA Gateway
<b>MSPs/MPs</b>	Glasgow City Region representatives
<b>Youth Parliament Representatives</b>	Glasgow City Region representatives
<b>Community Councils</b>	Glasgow City Region representatives
<b>Community Planning Partnerships</b>	Glasgow City Region Local Authority Community Planning Partnerships
<b>Glasgow City Region</b>	Glasgow City Region Cabinet and related Portfolios including Enterprise and Economic Growth, Infrastructure and Assets, Land Use and Sustainability and Housing and Equalities
<b>Key Agencies</b>	Health Boards (NHS Greater Glasgow and Clyde / NHS Lanarkshire) Forestry Commission Historic Environment Scotland Scottish Enterprise Scottish Water SEPA Strathclyde Partnership for Transport Transport Scotland
<b>Adjoining Local Authorities</b>	Argyll and Bute Council East Ayrshire Council Dumfries and Galloway Council Falkirk Council Local Lomond and Trossachs National Park North Ayrshire Council Scottish Borders Stirling Council West Lothian Council
<b>Environmental</b>	Central Scotland Green Network Trust Climate Ready Clyde

	Clyde Marine Planning Partnership Glasgow and the Clyde Valley Green Network Partnership RSPB Scottish Wildlife Trust
<b>Urban Regeneration Companies</b>	Clyde Gateway Riverside Inverclyde Ravenscraig Limited
<b>Academia</b>	University of Glasgow University of Stirling
<b>Development Industry</b>	Consultancies Housing Associations Homes for Scotland Scottish Property Federation
<b>Emergency Services</b>	Scottish Fire and Rescue Service Police Scotland
<b>Transport</b>	AA Freight Transport Association Glasgow International Airport Network Rail RAC ScotRail
<b>Others</b>	Confederation of UK Coal Producers Equality and Human Rights Commission Glasgow Centre for Population Health Health and Safety Executive Metropolitan Glasgow Strategic Drainage Plan National Grid Scottish Renewables Sportscotland The Coal Authority Visit Scotland Local Authority Citizens Panels Members of the General Public (who have expressed an interest in the SDP)

## KEY PLAN PREPARATION STAGES

	<b>Ongoing Engagement by Local Authorities</b>
<b>When</b>	Throughout SDP preparation process
<b>Why (consult)</b>	To ensure that local views and intelligence are captured and represented. Evidence gathering and issue identification.
<b>With Whom</b>	Internal consultation and established LDP stakeholders including: <ul style="list-style-type: none"> <li>• Community Councils</li> <li>• Local interest groups</li> <li>• Citizens Panels</li> </ul>
<b>By Whom</b>	Local Authority Development Plan Teams
<b>How</b>	Through established LDP consultation mechanisms
<b>Progress</b>	Ongoing
<b>Stakeholder Feedback</b>	Ongoing feedback is taken into consideration and influences the approach taken by Clydeplan

	<b>Ongoing Engagement by Clydeplan Core Team</b>
<b>When</b>	Throughout SDP preparation process
<b>Why (consult)</b>	To ensure that stakeholder's views are captured and represented. Evidence gathering and issue identification.
<b>With Whom</b>	All Stakeholders, in particular the Scottish Government, the Key Agencies and other key stakeholders in the plan development process.
<b>By Whom</b>	Clydeplan and Local Authorities
<b>How</b>	Through established SDP consultation mechanisms: <ul style="list-style-type: none"> <li>• Forums and workshops</li> <li>• Direct contact via email, telephone and face to face meetings</li> <li>• Clydeplan website</li> <li>• Twitter</li> </ul>
<b>Progress</b>	Ongoing
<b>Stakeholder Feedback</b>	Ongoing feedback is taken into consideration and influences the approach taken by Clydeplan

<b>Stage 1</b>	<b>Publication of Development Plan Scheme and Participation Statement (required annually in March)</b> The Development Plan Scheme sets out the programme for the production and review of the Strategic Development Plan and highlights who, how and when stakeholders can get involved.
<b>When</b>	March 2017
<b>Why (consult)</b>	To provide stakeholders with information on when to engage with the plan preparation stages, what engagement is proposed, and to consult on the approach to engagement.
<b>With Whom</b>	<ul style="list-style-type: none"> <li>• Scottish Government</li> <li>• Key Agencies</li> <li>• Private and Public Sector</li> <li>• Members of the Public</li> <li>• Community Groups</li> </ul>
<b>By Whom</b>	Clydeplan and Local Authorities
<b>How</b>	<ul style="list-style-type: none"> <li>• Report to Joint Committee</li> <li>• Document incorporates a response form</li> <li>• Available to view in local authority deposit locations including council offices and local libraries</li> <li>• SDPA website</li> <li>• Twitter</li> <li>• Submission to Scottish Government</li> </ul>
<b>Progress</b>	All actions complete apart from Twitter which was not utilised at the time of preparation of the DPS. Twitter account established in December 2013.
<b>Stakeholder Feedback</b>	Ongoing review of the approach to consultation and engagement with the local authority partners, Scottish Government and Key Agencies has informed this DPS and PS in March 2017.

<b>Stage 2</b>	<b>Early Engagement - "Shaping our Future"</b> This is a non statutory consultation undertaken in January 2014 to seek views on the existing SDP strategy, the key issues to be addressed by the next SDP and its Main Issues Report
<b>When</b>	January 2014
<b>Why (consult)</b>	To ensure that stakeholder's views are captured and represented. Evidence gathering and issue identification. To assist with the alignment of the SEA and MIR by capturing any locationally specific feedback.
<b>With Whom</b>	<ul style="list-style-type: none"> <li>• Scottish Government</li> <li>• Key Agencies</li> <li>• Key Private and Public Sector organisations</li> <li>• Universities</li> <li>• Scottish Youth Parliament</li> <li>• Community Planning Partnerships</li> <li>• Community Councils</li> </ul>
<b>By Whom</b>	Clydeplan and Local Authorities
<b>How</b>	<ul style="list-style-type: none"> <li>• Document incorporates a response form</li> <li>• Clydeplan website</li> <li>• Twitter</li> <li>• Distribution to stakeholders on Consultees Database</li> </ul>
<b>Progress</b>	Reported to Joint Committee on 9 <sup>th</sup> December 2013. Consultation launched on 13 <sup>th</sup> January 2014 till Friday 21st February 2014.
<b>Stakeholder</b>	Results from the consultation collated and reported to Joint Committee

<b>Feedback</b>	members via briefing note in June 2014. Responses have informed the content of the Main Issues Report and will inform the Proposed Plan.
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<b>Stage 3</b>	<b>Action Programme</b> An Action Programme is required within three months of approval of the SDP and is to be updated at least every two years thereafter. They set out a list of actions required to deliver the plan's policies and proposals, the people involved and the timeframes.
<b>When</b>	At least biennially, Latest version published in January 2016
<b>Why (consult)</b>	To ensure that stakeholder views are captured and that the correct actions are being pursued to deliver the SDP strategy and aims.
<b>With Whom</b>	<ul style="list-style-type: none"> <li>• Key agencies</li> <li>• Scottish Ministers</li> <li>• Any named party in the Action Programme</li> </ul>
<b>By Whom</b>	Clydeplan and Local Authorities
<b>How</b>	<ul style="list-style-type: none"> <li>• Report to Joint Committee in September 2014</li> <li>• Document incorporates a response form</li> <li>• Clydeplan website</li> <li>• Twitter</li> <li>• Two copies to Scottish Ministers</li> </ul>
<b>Progress</b>	Currently under review
<b>Stakeholder Feedback</b>	Stakeholder feedback will be incorporated in future revisions of the Action Programme. The Action Programme is maintained as a live document and stakeholder feedback on delivering the actions is encouraged on an ongoing basis.

<b>Stage 4</b>	<b>Monitoring Statement (MS)</b> The Monitoring Statement and feedback from the "Early Engagement" exercise in January 2014, will assist in identifying the key issues to be addressed in the MIR and Proposed Plan
<b>When</b>	June -December 2014 Published in January 2015 (in support of the Main Issues Report)
<b>Why (consult)</b>	To ensure that stakeholder's views are captured and represented. Evidence gathering and issue identification.
<b>With Whom</b>	<ul style="list-style-type: none"> <li>• Internal stakeholders</li> <li>• Scottish Government/Key Agencies</li> <li>• Development Industry</li> <li>• Other Key Stakeholders</li> </ul>
<b>By Whom</b>	Clydeplan and Local Authorities
<b>How</b>	<ul style="list-style-type: none"> <li>• Clydeplan website</li> <li>• Twitter</li> <li>• Distribution to stakeholders on Consultees Database</li> </ul>
<b>Progress</b>	Published in January 2015 (in support of the Main Issues Report)
<b>Stakeholder Feedback</b>	Stakeholder feedback on the MIR and MS in 2015, informed the preparation of the Proposed Plan.

<b>Stage 5</b>	<b>Housing Need and Demand Assessment (HNDA)</b> This provides part of the evidence base for Local Housing Strategies and Strategic and Local Development Plans. The HNDA and Housing Supply Targets will inform the SDP Proposed Plan.
<b>When</b>	March 2013 - January 2015. First published in January 2015 (in support of the Main Issues Report) Finalised in May 2015 following “robust and credible” assessment by the Scottish Government’s Centre for Housing Market Analysis (CHMA).
<b>Why (consult)</b>	To ensure that stakeholder’s views are captured and represented.
<b>With Whom</b>	Internal Stakeholders Housing consultees identified by the Housing Market Partnership Core Group (HMPCG) Development Industry CHMA
<b>By Whom</b>	Clydeplan and Local Authorities
<b>How</b>	<ul style="list-style-type: none"> <li>• Clydeplan website</li> <li>• Twitter</li> <li>• Distribution to stakeholders on Consultees Database</li> <li>• Direct engagement with identified stakeholders</li> </ul>
<b>Progress</b>	Finalised May 2015
<b>Stakeholder Feedback</b>	Stakeholder feedback directly influences the approach taken by the HMPCG. Stakeholder feedback along with the implications for the Need and Demand Assessment will be reflected within the finalised HNDA. Stakeholder feedback on the MIR and HNDA in 2015, informed the preparation of the Proposed Plan.

<b>Stage 6</b>	<b>Main Issues Report</b> The Main Issues Report sets out the main changes that have occurred since the previous plan, and options including preferred options, for policy and strategy development.  It is a key document in terms of front loading engagement and aligning the SEA process as progression is made towards preparation of the Proposed Plan.
<b>When</b>	January 2015
<b>Why (consult)</b>	To ensure that stakeholder’s views are captured and that the key issues are correctly identified with appropriate consideration of options where such exist.
<b>With Whom</b>	All stakeholders
<b>By Whom</b>	Clydeplan and Local Authorities
<b>How</b>	<ul style="list-style-type: none"> <li>• Report to Clydeplan Joint Committee</li> <li>• Notice in the local newspapers</li> <li>• Document incorporates a response form</li> <li>• Clydeplan website</li> <li>• Twitter</li> <li>• Distribution to stakeholders Including <ul style="list-style-type: none"> <li>◦ Key Agencies;</li> <li>◦ adjoining planning authorities;</li> <li>◦ Community Councils.</li> </ul> </li> <li>• Available to view in local authority deposit locations including council offices and local libraries</li> <li>• Submission to Scottish Government</li> </ul>

<b>Progress</b>	The Main Issues Report and accompanying Environmental Report and Background Reports were published for consultation in January 2015. The consultation ran till 27 <sup>th</sup> March 2015.
<b>Stakeholder Feedback</b>	Results from the consultation were collated and reported to Joint Committee on 8th June 2015 and have informed the approach taken in the Proposed SDP.

<b>Stage 7</b>	<b>Publication of Proposed Plan, Action Programme and Environmental Report</b> Representations on the Main Issues Report informed the approach taken in the Proposed Plan. This is a key consultation stage where formal representations may be raised. A revised Environmental Report and Action Programme have been published alongside the Plan.
<b>When</b>	January 2016
<b>Why (consult)</b>	This is the formal stage for representations which will be considered through the formal Examination process.
<b>With Whom</b>	All stakeholders
<b>By Whom</b>	Clydeplan and Local Authorities
<b>How</b>	<ul style="list-style-type: none"> <li>• Report to Clydeplan Joint Committee 14<sup>th</sup> Dec 2015</li> <li>• Notice in The Herald newspaper</li> <li>• Document incorporates a response form (word and electronic)</li> <li>• Clydeplan website</li> <li>• Twitter</li> <li>• Distribution to stakeholders including <ul style="list-style-type: none"> <li>◦ Key Agencies;</li> <li>◦ Adjoining planning authorities;</li> <li>◦ Community Councils</li> <li>◦ Members of the Scottish Youth Parliament</li> <li>◦ Scottish Government.</li> </ul> </li> <li>• Available to view in local authority deposit locations including council offices and local libraries.</li> </ul>
<b>Progress</b>	Published for consultation (18 <sup>th</sup> January 2016 - 29 <sup>th</sup> February 2016)
<b>Stakeholder Feedback</b>	Results from the consultation reported to the Clydeplan Joint Committee on 18 <sup>th</sup> April 2016

<b>Stage 8</b>	<b>Submission of Proposed Plan to Scottish Ministers</b> After considering the representations received Clydeplan will submit the Proposed Plan, Proposed Action Programme and report of Conformity with Participation Statement to Scottish Ministers.
<b>When</b>	May 2016
<b>Why</b>	Statutory Process
<b>With Whom</b>	Scottish Ministers
<b>By Whom</b>	Clydeplan
<b>How</b>	<ul style="list-style-type: none"> <li>• Notice in the local newspapers</li> <li>• Available to view in local authority deposit locations including council offices and local libraries</li> <li>• Clydeplan website</li> <li>• Twitter</li> </ul>
<b>Progress</b>	Submitted to Scottish Ministers May 2016

<b>Stage 9</b>	<b>Examination of Proposed Plan</b> Any unresolved representations will be subject to an Examination conducted by an independent Reporter appointed by Scottish Ministers. The Examination will be undertaken utilising hearings, written submissions and formal inquiry sessions where appropriate.
<b>When</b>	14 <sup>th</sup> July 2016 - February 2017 (based upon DPEA timetable)
<b>Why</b>	Statutory Process
<b>With Whom</b>	Relevant groups/organisations/individuals who have unresolved objections will have the opportunity to participate
<b>By Whom</b>	Scottish Ministers
<b>How</b>	<ul style="list-style-type: none"> <li>• Notice in The Herald newspaper</li> <li>• Available to view in local authority deposit locations including council offices and local libraries</li> <li>• Clydeplan website (will provide detail of procedures and direct interested parties to the DPEA website which will host the Examination)</li> <li>• Twitter</li> </ul>
<b>Progress</b>	<ul style="list-style-type: none"> <li>• Further Information Requests from DPEA responded to November/December 2017</li> <li>• Hearing on Housing Issues held 14<sup>th</sup> December 2016</li> </ul>

<b>Stage 10</b>	<b>Examination Report on the Proposed Plan</b> Scottish Ministers will receive the Report of Examination on the Proposed Plan and consider the Reporters recommendations.
<b>When</b>	Estimated February 2017
<b>Why</b>	Statutory Process
<b>By Whom</b>	Scottish Ministers
<b>Progress</b>	Ongoing

<b>Stage 11</b>	<b>Approval and Publication of the Plan, Environmental Report and Action Programme</b> Once Scottish Ministers receive the Examination Report, they may approve the Plan in whole or in part (with or without modification), or reject the plan. Clydeplan will then publish the plan as soon as possible after approval.
<b>When</b>	Estimated Spring 2017
<b>Why</b>	Statutory Process
<b>With Whom</b>	All Stakeholders
<b>By Whom</b>	Scottish Ministers/Clydeplan
<b>How</b>	<ul style="list-style-type: none"> <li>• Notice in The Herald newspaper;</li> <li>• Notify those who made representations to the Proposed Plan;</li> <li>• Notify stakeholders;</li> <li>• Two copies of SDP to Scottish Ministers;</li> <li>• Deposit copies of SDP at council offices and local libraries;</li> <li>• Clydeplan website;</li> <li>• Twitter</li> </ul>



<b>Stage 12</b>	<b>Strategic Environmental Assessment Post Adoption Statement</b> This details how environmental considerations have been integrated into the Plan.
<b>When</b>	July 2017 as soon as possible after approval of the SDP
<b>Why</b>	Statutory Process
<b>With Whom</b>	SNH, Historic Environment Scotland, SEPA
<b>By Whom</b>	Clydeplan
<b>How</b>	Direct Communication

### **Accessing Documents**

Clydeplan will make copies of the most up-to-date documents relating to the production of the SDP available principally through its website [www.clydeplan-sdpa.gov.uk](http://www.clydeplan-sdpa.gov.uk).

The Strategic Development Plan will also be made available at each of the local authority headquarters and planning offices and at public libraries within the eight local authority areas.

### **Providing Feedback**

The views of our stakeholders are important to us and we would welcome any feedback on this Development Plan Scheme. Within this document we have identified the key stages at which stakeholders can get involved, however we encourage stakeholders views at any time through our open and transparent processes.

### **Contact Details**

The main point of contact for correspondence is:

Stuart Tait  
Manager  
Clydeplan  
Lower Ground Floor  
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Glasgow  
G2 2SD

email: [info@clydeplan-sdpa.gov.uk](mailto:info@clydeplan-sdpa.gov.uk)

tel: 0141 229 7730

www: [www.clydeplan-sdpa.gov.uk](http://www.clydeplan-sdpa.gov.uk)



<https://twitter.com/Clydeplan>



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website [www.clydeplan-sdpa.gov.uk](http://www.clydeplan-sdpa.gov.uk)



**Glasgow and the Clyde Valley Strategic Development Planning Authority**

**To: Glasgow and the Clyde Valley Strategic Development Planning Authority  
Joint Committee**

**On: 13<sup>th</sup> March 2017**

**Report by  
Stuart Tait, Manager**

**Clydeplan Business Continuity Plan****1. Summary**

- 1.1 The purpose of this report is for the Joint Committee to consider and approve its Business Continuity Plan.

**2. Recommendations**

- 2.1 It is recommended that the Joint Committee
- approve the Business Continuity Plan as set out in the Appendix; and,
  - agree that the Strategic Development Plan Manager in liaison with Renfrewshire Council's Joint Civil Contingencies Service keep it under review.

**3. Context**

- 3.1 As part of the internal audit processes undertaken annually by Renfrewshire Council it was recommended that the Clydeplan management make contact with Renfrewshire Council's Joint Civil Contingencies Service to devise and implement a Business Continuity Plan.
- 3.2 This process has resulted in the production of the attached Business Continuity Plan.
- 3.3 The Business Continuity Plan considers restoration of services following the partial or total loss of critical services, concentrating on: premises; services (electricity, water, heating); personnel; and, computer systems.



## Appendix



# Business Continuity Plan (BCP)

<b>Title</b>	Business Continuity Plan
<b>Author</b>	Debbie Crawford (Administration Officer)
<b>Approved By</b>	Stuart Tait
<b>Date of Approval</b>	
<b>Reviewer</b>	Debbie Crawford
<b>Review Date</b>	

## Review History

Review No.	Details	Release Date

# BUSINESS CONTINUITY PLAN

## CLYDEPLAN

CLYDEPLAN		
Head of Department	Stuart Tait, Manager	(Signature)
BCP Author	Debbie Crawford, Administration Officer	(Signature)
Incident Management Team Leader	Stuart Tait, Manager	
OTHER KEY PERSONNEL		
Alternative Incident Management Team Leader/s	Debbie Crawford, Administration Officer Dorothy McDonald, Assistant Manager	
IT Support	Eurosystems ( <u>0844 567 5029</u> ) support @euro-systems.co.uk	

<b>Title</b>	Business Continuity Plan (V1)
<b>Who should use this</b>	All Staff
<b>Author</b>	Debbie Crawford (Administration Officer)
<b>Approved by</b>	Management Team
<b>Reviewer</b>	Debbie Crawford
<b>Review Date</b>	



**YOU MUST BE FULLY CONVERSANT WITH THE CONTENT OF THIS PLAN**

## **DOCUMENT CONTROL**

### **Record of Amendments**

The following changes have been made to this document.

<b>Version No</b>	<b>Date</b>	<b>Details and reasons for amendment</b>	<b>Record completed by</b>

## **Recipients**

This document is critical to the effective recovery of Clydeplan's business operations. A copy of the BCP should be held offsite and readily accessible at all times. A copy should be held by the incident Management Team Leader, alternate and/or other Team Members as appropriate.

Please ensure you are fully conversant with the content of the BCP.

## DISTRIBUTION LIST

Stuart Tait, Manager	Clydeplan, Lower Ground Floor, 125 West Regent Street, Glasgow, G2 2SA
Stuart Tait, Manager	Home
Dorothy McDonald, Assistant Manager	Home
Debbie Crawford, Administration Officer	Home

Clerk to Clydeplan	Kenneth Graham, Head of Corporate Governance, Renfrewshire Council
Heads of Planning	8 Glasgow and the Clyde valley Local Authorities
Civil Contingencies Officer, Renfrewshire Council Civil Contingencies Unit	David Mair, Renfrewshire Council



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## 1. INTRODUCTION

The purpose of this Plan is to document Clydeplan's Business Continuity Plan (BCP) to ensure that business operations may be restored as quickly as possible following a major disruption to normal day to day service.

It is imperative that all members of staff are familiar with the contents of the BCP and understand their individual responsibilities in the event of a major disruption to service.

Clydeplan is the operating name for the Glasgow and Clyde Valley Strategic Development Planning Authority Joint Committee and comprises the eight local authorities of East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire.

The principal role of Clydeplan is to prepare and maintain an up to date Strategic Development Plan (SDP) for the area. This process involves engagement through joint working and consultation with a number of key stakeholder organisations and the wider community.

The BCP considers restoration of services following the partial or total loss of critical services, concentrating on:

- premises;
- services (electricity, water, heating);
- personnel;
- computer systems.

This BCP has been prepared in consultation with Renfrewshire Civil Contingencies Unit and complies with the requirements of the Civil Contingencies Act 2004.

It is acknowledged that whilst the procedures set out arrangements for the restoration of essential information and communications systems within the shortest time period, a degree of uncertainty will always prevail.

Copies of the BCP are held in Clydeplan's offices. It is also held off-site by Stuart Tait, Manager, Dorothy McDonald, Assistant Manager and Debbie Crawford, Administration Officer.

### 1.1 Aims and Objectives

The aim of the BCP is to provide a framework of coordinated measures to ensure that critical services are maintained and systems restored within an acceptable timescale.

To meet this aim, the objectives are

- to develop internal arrangements and contingency measures for dealing with the loss of critical functions/assets;
- to provide procedures for obtaining assistance from other agencies as and when considered necessary; and,
- to deliver essential services to our stakeholders.

In addressing the requirement for a BCP, the following procedures have been adopted as a working model for dealing with disaster or other significant incident affecting the delivery of service.

- (a) Assess - potential threats have been identified.

- (b) Evaluate - the likelihood and impact of each threat has been assessed, and a risk rating allocated.
- (c) Prepare - a plan has been put in place for contingent operations, including an estimate of the maximum tolerable downtime for each business process.
- (d) Mitigate - actions that may eliminate risks in advance have been identified.
- (e) Respond - be prepared to take action necessary to minimise the impact of risks that materialise.
- (f) Recover - the objective of the Plan is to return to normal as soon as possible.

Risk appetite is defined as the amount of risk the Board is willing to accept, tolerate or be exposed to at any one time. Risk appetite is normally assessed on a scale ranging from high to zero. Clydeplan's risk appetite has been assessed as moderate in most cases. This means that the Clydeplan is willing to accept risks that may affect delivery of core services in the short term which is defined for the purposes of this plan as a period of up to seven days.

In certain cases, such as time critical periods associated with certain stages of the BCP cycle, the risk appetite has been assessed as zero. This means that Clydeplan is not willing to accept risks that may affect the delivery of a time critical service i.e. at critical points of delivering the SDP as set out in its latest Development Plan Scheme.

The Risk Register contains a timeline of certain stages where risks which might affect the organisation, along with the required assessments and responses which have been identified as appropriate in the circumstances.

Each risk has been assessed according to:

- the probability of the risk event occurring (likelihood); and,
- the potential severity of the consequences should such an event occur (impact).

Both the likelihood and the impact have been assessed on a scale of 1(low) to 3 (high). The risk score is then shown as the product of likelihood x impact.

The residual risk is an assessment of the level of risk that remains after consideration of existing control measures.

The remainder of this document deals with the management process of the Business Continuity Plan which will be invoked to cope with incidents.

## 1.2 Types of Incident

This BCP will be invoked either in its entirety or in part, dependent upon the circumstances of the incident.

The various types of incident for which provision is made include the following (but see the Risk Register for more details): Premises – related

Loss of part of or an entire building (temporary, long term or permanent) due to fire (accidental or arson), contamination, explosion, bomb scare, flooding, storm damage, vandalism, etc. Services - related

Loss of Utilities

- loss of heating, due to: breakdown of system and/or unavailability of heating (electricity/gas supply);



- loss of electrical power affecting the use of: the fire alarm systems, ITC systems, lighting, staff welfare facilities;
- loss of water supply.

#### Loss of data

Failure of Critical Suppliers - e.g. printing services, mail delivery services, IT services.

#### Personnel - related

Loss of personnel due to:

- illness affecting significant numbers over a prolonged period;
- accident involving significant numbers, affecting their availability for work, e.g. car accident involving the management team;
- prolonged industrial action;
- potential disaster affecting the residents of a particular area in which a significant number of staff reside;
- significant fraudulent activity.

### **1.3 Scope of the BCP**

The BCP covers the activities of Clydeplan who are based at Clydeplan offices, Lower Ground Floor, 125 West Regent Street, Glasgow, G2 2SA.

### **1.4 Activating the Plan**

Recognised procedures for activating the plan are a key element of the BCP itself, since one of the deputising problems with contingency response is the practical motivation of those responsible to put it into practice.

The purpose of having such a BCP in place is to eliminate uncertainty and/or an ad hoc approach to handling an incident. Dependent upon the nature of the reason for the plan's activation, prompt and effective action can reduce or eliminate the impact of an incident on service delivery.

Where circumstances permit, the Manager, Assistant Manager and Administration Officers as appropriate, will consider the nature of the problem, and if it is required, will invoke the BCP.

The decision to invoke the plan will always be taken by at least two of the postholders, one of whom will be the Manager, or the postholder deputising for the Manager. Where it is not possible for two of those identified to participate in the decision-making process the other will be brought into the process, and deemed to have the necessary authority to activate the Plan.

When any one or a combination of the circumstances contained in the Risk Register occurs, those personnel identified in the previous paragraph with the appropriate responsibility should:

- (a) meet to deliberate the circumstances; and, (b)
- determine if the BCP should be invoked.

It is possible that a situation described in the Risk Register, but due to its lack of severity, or anticipated effect on provision of Clydeplan's services, those responsible decide that it is not necessary to activate the BCP.

Where an incident is recognised as sufficiently severe to invoke the BCP then those responsible should inform every member of staff and other officials in accordance with the responsibilities set out in 2 below.

## **1.5 Assumptions**

For the purposes of this BCP it is assumed that replacement resources, buildings, and infrastructure are available within a foreseeable timescale and that the incident does not affect the whole Clyde Valley area, but is essentially confined to Clydeplan's service provision.

The Headquarters' Offices of Renfrewshire Council have been discussed with the Head of Planning and Housing Services, and agreed that should it be necessary space will be made available to accommodate key personnel if required.

## **2. AREAS OF RESPONSIBILITIES**

As detailed at 1.4 above, the Manager, Assistant Manager and Administration Officer are responsible for the activation of the BCP. They should therefore be in possession of the best background knowledge surrounding the situation and most effective to oversee the process involved.

Accordingly, individual responsibilities will be as follows:

### **2.1 Manager and Assistant Manager**

The Manager or Assistant Manager (or substitute if appropriate - see 1.4), will be responsible for: Informing the Convener, Depute Convenor, the Clerk to the Board, Joint Committee, Steering Group, Administration Officer and IT Support officers, and Renfrewshire Civil Contingencies Officer of the occurrence and of any contingency arrangements put in place and keeping them informed of progress as the situation develops.

The Manager or Assistant Manager will also liaise with the management team and ensure IT systems remain operable and any data recovery requirements are met. This role may require close liaison with external IT suppliers and arrangements may include allocating specific tasks to the IT staff and ensuring that they are informed of any changes in working arrangements. In order to facilitate any recovery action server backup procedures are in place and regularly reviewed. Inventories of software and hardware together with a list detailing the location of spare hardware are maintained.

### **2.2 Administration Officer**

Upon being informed by the Manager (or Assistant Manager) that the BCP has been invoked, the Administration Officer should inform Clydeplan Team Members, any emergency services required in connection with the incident.

The Administration Officer will also liaise with the Manager and Assistant Manager and the other members of the team and oversee the arrangements for continued provision/recommencement of the clerical service.

### **2.3 IT Disaster Recovery Plan**

A dedicated IT Disaster Recovery Plan has been produced by Eurosystems (Clydeplan's IT service provider). Arrangements are in place to have Eurosystems staff invoke the BCP,

if required, and a copy of the IT Disaster Recovery Plan is also held by them for this purpose.

## **2.4 All Other Staff**

All staff not already listed above should remain on standby in the event of a situation or incident which affects their ability to report for work in the normal way. A line manager will make contact as soon as practicably possible.

## **2.5 Substitution of Personnel**

Where necessary, any of the personnel listed above may be substituted by another member of staff on the authority of the Incident Management Team (refer Section 3). Consideration should be given to the nature of the crisis and the work required as a result in order to decide on the appropriate substitute.

# **3. INCIDENT MANAGEMENT STRUCTURE**

Due to the compact nature of Clydeplan, the required structure can be compressed, with the same group fulfilling various roles. If the incident dictates that the Clydeplan's offices are not operational the expected base of operations will be Renfrewshire Council Headquarters or any other suitable venues offered by Renfrewshire Council should Headquarters not be available.

In any incident, the Manager, Assistant Manager and Administration Officer as required will make up the Incident Management Team and will be responsible for emergency, business continuity and disaster recovery management, once the need has been identified as described in 1.4 above.

The main focus of each of these 3 elements will be as follows.

## **3.1 Emergency Management**

Involves determination of priorities in allocating resources, the planning and co-ordination of when a task will be undertaken, and the means of obtaining required resources. The response to an emergency should concentrate on the effects rather than the cause and accordingly, arrangements should be flexible enough to be adapted to a range of incidents.

## **3.2 Business Continuity Management**

This involves ensuring that the functions of Clydeplan continue to operate in the event of an emergency. This may require contact with external providers.

In assessing Business Continuity, the Incident Management Team will be required to oversee a "scaling up" of some critical functions, alongside a "scaling down" or suspension of other non-critical functions.

## **3.3 Recovery Management**

The main objective of Recovery Management is to control and co-ordinate recovery action.

The Incident Management Team will draft in, as required, other members of staff who are recognised as potential contributors to the recovery process. See Appendix 2 for contact details.

It will be the responsibility of the Incident Management Team to decide on the importance and level of involvement to be attached to each of these elements, having taken account of the nature and scale of the incident e.g. one business activity disrupted, several business activities disrupted or loss of all business activities.

In the event of a minor disruption to normal business activities, services may be recovered in a few hours using the resources within the department and by a small number of key personnel.

A major disruption to services such as a fire may cause a lengthy delay before normal business activities can be recovered and may involve key other departments and outside suppliers. In the event of a major disruption an operational base would be established where the Incident Management Team would coordinate the recovery

Those services which are considered essential will be established as a matter of urgency, with priority being given to those services within the department who are directly involved in providing a service to members of the public e.g. during consultation. Non-essential services may be suspended until such time as temporary accommodation is secured or vital records are recovered.

Vital Records are defined as “records essential to the continued functioning or reconstitution of an organisation during or after an emergency”.

The Incident Management Team Leader would liaise directly with the Public Relations Unit of the constituent authorities to ensure that members of the public are kept informed of temporary service arrangements. A news article on Clydeplan’s website would keep people informed of progress.

It is acknowledged that the loss of premises would cause major problems and temporary accommodation may need to be found as quickly as possible.

Where necessary manual procedures will be implemented until such time as IT equipment and records are restored.

## **4. EXTERNAL ORGANISATIONS**

### **4.1 Emergency Services**

It should be clear to the Incident Management Team which services are required. (Contact details are listed in Appendix 2).

### **4.2 Utilities**

Contact details are listed in Appendix 2.

### **4.3 Contractors**

Any contractors whose services might be required in the event of an incident should normally be contacted through the usual channels.

## **5. MITIGATION**

### **5.1 Risk Assessments**

Risk assessments for a number of identified scenarios are provided in the Risk Register and will be subject to regular review, by the Management Team.

### **5.2 Mitigation Measures**

Details of mitigation measures are provided in the Risk Register.

## **6. COORDINATION AND CONTROL**

Immediate responsibility for dealing with all emergency situations in the general community lies with Police Scotland, and where an incident affects the area in general and not only Board premises/personnel, the Police will assume overall control and have jurisdiction over the operations of the Incident Management Team.

If the incident is confined to Board premises/personnel, the person who will determine whether the plan should be activated will be the Manager (or substitute) in accordance with the procedure set out in 1.4 above.

Section 2 of the plan sets out the responsibilities for contacting staff and other agencies/bodies in order that a coordinated and controlled response is achieved.

## **7. INCIDENT RESPONSE**

### **7.1 Operational Base**

Where possible, the operational base will be at the Clydeplan Offices, Lower Ground Floor, 125 West Regent Street, Glasgow, G2 2SA.

If it is not possible to make use of property under the control of Renfrewshire Council as host authority to Clydeplan.

### **7.2 Management and Operations**

The Manager (or his substitute) will be responsible, in conjunction with Renfrewshire Council, for selecting the appropriate offices for the operational base and inform the Incident Management Team and other appropriate personnel when they should attend.

The duration of the operational base will depend upon the nature of the incident.

It is judged that normally there will be no immediate requirement to be fully operational in relation to Clydeplan's functions. A target of seven days to arrange temporary reinstatement of service delivery has been set.

The situation with regard to plan publication is potentially more time sensitive, as Clydeplan is duty bound to produce a Strategic Development Plan.

If an incident occurs at a time-sensitive period in the year, then the Incident Management Team will determine at the outset the number of affected staff who are required to be active in providing the necessary manpower, and arrange for the workload to be coordinated from the operational base.

### **7.3 Communications**

Telephones and local area networked workstations should be available in the operational base.

Where an immediate work requirement has been identified by the Incident Management Team, and it is necessary to pass instructions/directions to other members of staff, this should be achieved in accordance with the responsibilities set out under 2 above.

### **7.4 Logging and Documentation**

The discussions, deliberations and decisions of the Incident Management Team will be minuted in accordance with the procedures for normal Management Team meetings.

### **7.5 Reporting Procedures**

In addition to alerting the Renfrewshire Council's Emergency Planning Officer, the Clydeplan's stakeholder departments should be informed of the incident by the Manager in accordance with section 2.1 above within 24 hours of the incident.

The Board's staff will be kept informed of developments by their line managers.

Where it is possible for a notice to be displayed on the affected building for the attention of the public, it should be displayed at the front entrance giving a brief explanation of the problem, an indication of how to make contact with important/urgent queries or requests, and notification if possible of the projected date for resumption of normal service. Also, if possible, information should be placed on the Clydeplan's website.

Where considered appropriate, an advert should be lodged in the local newspaper(s) providing an explanation of the situation, and the Incident Management Team may also consider it appropriate to contact local radio stations with information for broadcasting. (See Appendix 2 for contact details).



## **7.6 Closing Arrangements**

Once the requirement to operate from the operational base has passed and all staff and other bodies that were advised of the incident in accordance with section 2 have been advised of the return to normal operational conditions, the Manager (or his substitute) will chair a de-briefing meeting and close the operational base.

## 8. RECOVERY ACTIONS

### 8.1 Incidents relating to Premises

Where an incident occurs out of hours and emergency access is required to premises, a list of keyholders who may be contacted in such an occurrence is set out in Appendix 2.

Otherwise emergency actions are detailed below.

**EMERGENCY ACTIONS** The following actions should be undertaken in the event of disaster or other incident which results in the loss of access to premises

1.	If necessary initiate the evacuation of the building using the appropriate evacuation procedures.	
2.	Contact the Emergency Services if appropriate	
3.	Ensure all staff under your control are accounted for (evacuated or not to a place of safety).	
4.	Respond to any staff injuries/fatalities	
5.	Ascertain the immediate nature of the incident and the current status; fire, explosion, water damage, power failure, computer outage	
6.	Immediately contact a member of the Incident Management Team for further guidance and assistance (see Section 3.0)	
7.	Secure buildings once the initial phase of the emergency has passed to avoid the possible threat of theft or vandalism. Take steps to avoid further damage or deterioration of the building.	

The severity of the incident will determine the likely downtime of the services and whether or not alternative accommodation is to be sought. If the incident occurs at a time sensitive period for one of the three main functions or if the loss of access to the premises is judged to be long term or permanent then suitable premises within the vicinity of the affected building should be sought.

As a first step the Renfrewshire Council, as host authority to Clydeplan, will be contacted regarding the availability of suitable office space.

Depending on the severity of the incident the building may still be accessible even if not capable of being used. In such circumstances the Incident Management Team should give consideration to the salvaging of vital records and equipment. The appropriate emergency services, utility companies and structural engineers should be consulted regarding access to the building. Salvaged records and equipment should be recorded and transported to alternative accommodation. Staff may be asked to use their own vehicles alternatively; vehicles or a contractor may be hired.

If appropriate the Clydeplan's insurers and the landlord of the building should be notified as soon as possible.

## **8.1 Plan Production function**

An incident affecting the office premises of Clydeplan may affect the delivery of the statutory Strategic Development Plan. If an incident/s happen at a time critical period then the Incident Management Team may decide that the service must be restored as quickly as possible even if the anticipated loss of access to the building is only a few days or less.

In this instance the arrangement to utilise space at Renfrewshire Council Headquarters will be implemented. If possible the information will be placed on the Clydeplan/s website.

As stated at 7.2 above the target time for reinstatement of the service under normal working conditions is seven days.

## **8.2 Incidents relating to Personnel**

The loss of key members of staff may affect service delivery.

If the situation is judged to be short term then the Incident Management Team may address the situation by authorising overtime for remaining staff.

If it is envisaged that serious staff shortages will continue in the longer term or permanently then, in addition to the above measures, the Incident Management

Team may seek to advertise for temporary or permanent staff to fill the vacant posts.

# **9. TRAINING AND AWARENESS**

## **9.1 Training**

In order to have an effective Business Continuity Plan which can be implemented smoothly when the need arises, training of the participants is required, along with exercises being held on a regular basis.

## **9.2 Awareness**

Staff awareness of the BCP will be promoted by:

- ensuring that emergency planning arrangements are part of induction training for all relevant staff;
- informing staff by team briefings and e-mail that the Plan is in place and a copy of the BCP will be provided; and,
- convening regular training sessions.



## **10. IT DISASTER RECOVERY PLAN**

### **10.1 Disaster Recovery Plan**

An IT Disaster Recovery Plan has been created and held by Eurosystems (Clydeplan's IT service provider) in the event that they are required to invoke the BCP.

### **10.2 Testing the Plan**

Consideration will be given to testing the BCP annually and an actual test carried out annually.



## Appendix 1

### CLYDEPLAN

#### BUSINESS CONTINUITY PLAN (BCP)

#### CONTACT LIST AND PROCEDURES

The Manager/Assistant Manager will be responsible for informing the following of the occurrence and of any contingency arrangements in place and keeping them informed of progress as the situation develops

##### **Manager/Assistant Manager**

- Administration Officer;
- Clydeplan Joint Committee (Convener, Vice Convener and Renfrewshire Council Committee Services Officer);
- Clydeplan Steering Group (Members from all eight Glasgow and Clyde Valley local authorities);
- Renfrewshire Council Civil Contingencies Officer

##### **Administration Officer**

Upon being informed by the Manager that the BCP has been invoked, the Administration Officer will inform

- Clydeplan Core Team, Glasgow and Clyde Valley Green Network and Climate Ready Clyde staff members;
- IT provider;
- Landlord; and,
- any emergency services/utility provider required in connection with the incident.

### Clydeplan Joint Committee (Convenor/Vice Convenor/Renfrewshire Council Committee Services)

Name	Local Authority	Email Address	Telephone Number	Made Contact
Baillie James Scanlon (Convenor)	Glasgow City Council	<a href="mailto:james.scanlon@councillors.glasgow.gov.uk">james.scanlon@councillors.glasgow.gov.uk</a>	0141 287 7034	
Councillor Lawrence O'Neill (Vice Convenor)	West Dunbartonshire Council	<a href="mailto:lawrence.oneill@west-dunbarton.gov.uk">lawrence.oneill@west-dunbarton.gov.uk</a>	0138 973 8704	
Kirsty Brown (Clerk to Clydeplan Joint Committee)	Committee Services Officer	<a href="mailto:kirsty.brown@renfrewshire.gcsx.gov.uk">kirsty.brown@renfrewshire.gcsx.gov.uk</a>	0141 618 7109	

### Clydeplan Steering Group

Name	Local Authority	Email Address	Telephone Number	Made Contact
Michael McGlynn (Chair)	South Lanarkshire Council	<a href="mailto:michael.mcglynn2@southlanarkshire.gsx.gov.uk">michael.mcglynn2@southlanarkshire.gsx.gov.uk</a>	01698 454 798	
Thomas Glen	East Dunbartonshire Council	<a href="mailto:thomas.glen@eastdunbarton.gov.uk">thomas.glen@eastdunbarton.gov.uk</a>	0141 578 8545	
Gillian McCarney	East Renfrewshire Council	<a href="mailto:Gillian.McCarney@eastrenfrewshire.gov.uk">Gillian.McCarney@eastrenfrewshire.gov.uk</a>	0141 577 3116	
Forbes Barron	Glasgow City Council	<a href="mailto:forbes.barron@glasgow.gov.uk">forbes.barron@glasgow.gov.uk</a>	0141 287 6064	
Stuart Jamieson	Inverclyde Council	<a href="mailto:stuart.jamieson@inverclyde.gov.uk">stuart.jamieson@inverclyde.gov.uk</a>	0147 5712 402	
Shirley Linton	North Lanarkshire Council	<a href="mailto:linton@northlan.gov.uk">linton@northlan.gov.uk</a>	01236 616 405	
Fraser Carlin	Renfrewshire Council	<a href="mailto:fraser.carlin@renfrewshire.gcsx.gov.uk">fraser.carlin@renfrewshire.gcsx.gov.uk</a>	0141 618 7933	
Pamela Clifford	West Dunbartonshire Council	<a href="mailto:Pamela.clifford@west-dunbarton.gov.uk">Pamela.clifford@west-dunbarton.gov.uk</a>	01389 738 656	



### Clydeplan Core Team Contact Details

Name	Job Title	Email Address	Telephone Number	Made Contact
Stuart Tait	Manager			
Dorothy McDonald	Assistant Manager			
Angela Adams	Strategic Planner			
Michelle McGuckin	Strategic Planner			
Joseph Scott	Strategic Planner			
Grant McFarlane	Planning Analyst (Job Share)			
Fiona McKean	Planning Analyst (Job Share)			
Debbie Crawford	Administration Officer			
Laura Reilly	Administration Assistant			

### Glasgow and Clyde Valley Green Network/Climate Ready Clyde

Name	Job Title	Email Address	Telephone Number	Made Contact
Max Hislop	Manager			
Ally Corbett	Development Officer			
Michelle McGinnis	Promotions and Communications Officer			
Kit England	Climate Ready Clyde Manager			

### Renfrewshire Council Contacts

Name	Job Title	Email Address	Telephone Number	Made Contact
David Mair	Senior Civil Contingencies Officer	<a href="mailto:david.mair@renfrewshire.gcsx.gov.uk">david.mair@renfrewshire.gcsx.gov.uk</a>	0141 618 7402	
Eddie Simpson	Senior Human Resources Advisor	<a href="mailto:eddie.simpson@renfrewshire.gcsx.gov.uk">eddie.simpson@renfrewshire.gcsx.gov.uk</a>	0141 618 7342	
Valerie Howie	Finance Business Partner	<a href="mailto:valerie.howie@renfrewshire.gcsx.gov.uk">valerie.howie@renfrewshire.gcsx.gov.uk</a>	0141 618 7796	
Fraser Carlin	Head of Planning and Housing	<a href="mailto:fraser.carlin@renfrewshire.gcsx.gov.uk">fraser.carlin@renfrewshire.gcsx.gov.uk</a>	0141 618 7933	
Kirsty Brown	Committee Services Officer (Clerk to Clydeplan Joint Committee)	<a href="mailto:kirsty.brown@renfrewshire.gcsx.gov.uk">kirsty.brown@renfrewshire.gcsx.gov.uk</a>	0141 618 7109	

### IT Provider

Name	Email	Telephone Number	Made Contact
Eurosystems	<a href="mailto:helpdesk@euro-systems.co.uk">helpdesk@euro-systems.co.uk</a> <a href="mailto:support@euro-systems.co.uk">support@euro-systems.co.uk</a>	<a href="tel:08445675029">0844 567 5029</a>	

### Emergency Services

Service	Telephone Number	Made Contact
Police Scotland	101	
Scottish Fire and Rescue Service	01505 331661	
Scottish Ambulance Service	01698 264201	

### Other Services

Service	Telephone	Made Contact
Royal Mail	08457 950 950	

### Utilities/Services Providers

Organisation	Account Number	Telephone No	Made Contact
EDF Energy	3532410000	0800 111 999	
Anglian Water	1131887	0345 714 5145	
Capital Solutions (photocopier)	C069071	0141 418 5588	
NCS (franking machine)	3049088	0141 353 0000	
Eden/Kafevend Water delivery	180389	0844 800 3344	
Initial (sanitary bins)	Glasgow Clyde Valley	0800 313 4972	
Paper Shredding Services	Planning	0141 440 1515	

### Out of hours keyholders contact details

Name	Organisation	Telephone No	Email Address	Made Contact
Stuart Tait	Clydeplan Manager			
Dorothy McDonald	Clydeplan Assistant Manager			
Debbie Crawford	Clydeplan Administration Officer			

**Landlord (125 West Regent Street, Glasgow)**

<b>Name</b>	<b>Organisation</b>	<b>Telephone No</b>	<b>Email Address</b>	<b>Made Contact</b>
David Gallagher	BNP Paribas (Facilities Manager - Scotland)	0131 260 1135	david.gallagher@bnpparibas.com	

## Appendix 2



### **CLYDEPLAN BUSINESS CONTINUITY PLAN (BCP RISK REGISTER)**

## February 2017

The Risk Register contains a timeline of certain stages where risks which might affect the organisation, along with the required assessments and responses which have been identified as appropriate in the circumstances.

Each risk has been assessed according to:

- the probability of the risk event occurring (likelihood), and
- the potential severity of the consequences should such an event occur (impact).

Both the likelihood and the impact have been assessed on a scale of 1 (low) to 3 (high). The risk score is then shown as the product of likelihood x impact.

The residual risk is an assessment of the level of risk that remains after consideration of existing control measures.

The plan considers restoration of services following the partial or total loss of critical services, concentrating on:

- premises;
- services (electricity, water, heating);
- personnel; and, □ computer systems.

### Premises

Loss of part of or an entire building (temporary, long term or permanent) due to fire (accidental or arson), contamination, explosion, bomb scare, flooding, storm damage, vandalism, etc.

### Services

- Loss of heating, due to:  
breakdown of system/unavailability of heating (electricity/gas supply)
- Loss of electrical power affecting the use of the fire alarm systems, ITC systems, lighting, staff welfare facilities □ Loss of water supply.

### Personnel

Loss of personnel due to:

- Illness affecting significant numbers over a prolonged period;
- Accident involving significant numbers, affecting their availability for work;
- Prolonged industrial action;
- Staff resigning en bloc;
- Potential disaster affecting the residents of a particular area in which a significant number of staff reside;
- Significant fraudulent activity.

Computer Systems - covered under Services above.

Risk	Likelihood 1 (low) to 3 (high)	Impact 1 (low) to 3 (high)	Risk Score product of likelihood x impact
<b>Premises</b>			
Loss of part of or an entire building (temporary, long term or permanent) due to fire (accidental or arson)	1	3	3
Loss of part of or an entire building (temporary, long term or permanent) due to contamination	1	3	3
Loss of part of or an entire building (temporary, long term or permanent) due to explosion	1	3	3
Loss of part of or an entire building (temporary, long term or permanent) due to bomb scare	1	3	3
Loss of part of or an entire building (temporary, long term or permanent) due to flooding	1	3	3
Loss of part of or an entire building (temporary, long term or permanent) due to storm damage	1	3	3
Loss of part of or an entire building (temporary, long term or permanent) due to vandalism	1	3	3
<b>Services</b>			
Loss of heating due to breakdown of system	1	2	2
Loss of heating due to unavailability of heating (electricity/gas supply)	1	2	2
Loss of electrical power affecting the use of the fire alarm systems, ITC systems, lighting, staff welfare facilities	1	3	3
Loss of water supply	1	2	2
Failure of critical suppliers - printing services	1	2	2
Failure of critical suppliers - mail delivery services	1	1	1
Failure of critical suppliers - IT services	1	3	3
<b>Personnel</b>			
Loss of personnel due to illness affecting significant numbers over a prolonged period	1	3	3
Loss of personnel due to accident involving significant numbers, affecting their availability for work	1	2	2

Loss of personnel due to prolonged industrial action	1	2	2
Loss of personnel due to staff resigning en bloc	1	3	3
Loss of personnel due to potential disaster affecting the residents of a particular area in which a significant number of staff reside	1	2	2
Loss of personnel due to significant fraudulent activity	1	1	1



**Glasgow and the Clyde Valley Strategic Development Planning Authority**

**To: Glasgow and the Clyde Valley Strategic Development Planning Authority  
Joint Committee**

**On: 13<sup>th</sup> March 2017**

**Report by  
Stuart Tait, Manager**

**Proposed Clydeplan/Strathclyde Partnership for Transport Concordat**

**1. Summary**

- 1.1 The purpose of this report is for the Joint Committee to consider and approve a joint working Concordat with Strathclyde Partnership for Transport.

**2. Recommendation**

- 2.1 It is recommended that the Joint Committee agree the joint working Concordat with Strathclyde Partnership for Transport as set in the Appendix.

**3. Introduction**

- 3.1 There is a long history of partnership working between Clydeplan and Strathclyde Partnership for Transport (SPT) (and their former incarnations) including collaborative work on previous Structure Plans, regional transport strategies, analysis/research e.g. the West of Scotland Conurbation Public Transport Study and transport modelling, including the Strathclyde Integrated Transport and Land Use Model (SITLUM).

**4. Proposed Concordat**

- 4.1 Clydeplan has been approached by SPT with the view of establishing a Concordat between the two organisations.
- 4.2 The Concordat would seek to formalise a joint working process building on their existing collaborative relationship and the policy commitment set out in SDP2, Policy 17, to review the strategic transport network and identify shared priorities for the future.
- 4.3 In light of future changes to regional partnership working as set out in the review of the Scottish Planning system, a collaboration protocol (Concordat) has been drawn up to highlight the commitment to working together on the integration of strategic transport and land use planning and provision within the Glasgow City Region. A copy of the draft Concordat is attached in the Appendix.





**Concordat  
between  
Clydeplan  
and  
Strathclyde Partnership for Transport (SPT)**

**February 2017**

## **About Clydeplan**

Clydeplan is the Strategic Development Planning Authority for the Glasgow and Clyde Valley City Region covering its 8 constituent local authority areas.

Clydeplan is responsible for preparing the statutory Strategic Development Plan (SDP) which sets the strategic land use development planning context for the Glasgow City Region.

The second Proposed Glasgow and the Clyde Valley SDP was submitted to Scottish Ministers for approval in May 2016, with adoption expected in Spring 2017.

The Proposed SDP sets out a Vision and Sustainable Development Strategy for the Glasgow City Region.

Further information on Clydeplan and the Proposed SDP can be found at [www.clydeplan-sdpa.gov.uk](http://www.clydeplan-sdpa.gov.uk).

## **About SPT**

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership for the west of Scotland, covering 11 full council areas and part of one other.

SPT has a range of planning, operational and project delivery roles and responsibilities, including the statutory Regional Transport Strategy (RTS).

“A Catalyst for Change”, the Regional Transport Strategy for the west of Scotland 2008-2021 was approved by Scottish Ministers in 2008.

The RTS sets out the vision, objectives and outcomes for the transport system of the west of Scotland. SPT is currently reviewing the RTS and will begin the development of the second RTS in 2017.

Further information on SPT and the RTS can be found at [www.spt.co.uk](http://www.spt.co.uk).

## Introduction

This Concordat demonstrates the commitment between Clydeplan and SPT to work together in support of further integrating transport and land-use planning and delivery in the Glasgow and Clyde Valley city region.

## Context

Clydeplan and SPT believe that integrated land-use and transport planning and provision plays a vital and essential role in creating a successful, accessible and sustainable city region.

An integrated approach to land-use and transport planning and provision can make a positive contribution to many national, regional and local priorities, including sustainable economic growth, placemaking and regeneration.

This approach will ensure that the transport network (including active travel networks) supports the city region's economy, providing access to residential, employment, education and healthcare facilities as well as reducing inequalities, promoting social inclusion, reducing harmful emissions and delivering improved health benefits.

This approach also supports land use decisions which support a '*compact city*' model, being the basis of the SDPs Vision and Spatial Development Strategy as this will

- limit dependency on motorised transport;
- encourage increased levels of active travel;
- encourage increased levels public transport patronage; and,
- maximise the use of existing transport networks.

Effective leadership is also required at all levels of policy and decision making to ensure that development and transport investment is well planned and integrated in support of the outcomes of the above approach.

Clydeplan and SPT are committed to the following

- a shared vision for integrating land-use and transport planning and provision;
- areas of joint working; and,
- principles of engagement.

## Shared Vision for Integrated Land-Use and Transport Planning and Provision

***“Through strengthened joint working and engagement, SPT and Clydeplan, in partnership with others, will seek to ensure a robust basis for integrated land-use and transport planning and provision in the region, ensuring Glasgow and the Clyde Valley fulfils its potential as Scotland’s foremost city region.”***

### Areas of Joint Working

Clydeplan and SPT are committed to the following areas of joint working in seeking to deliver the Shared Vision:

1. Regular dialogue to understand each other’s policy, planning, strategy, and delivery perspectives
2. Working closely and collaboratively on policy, planning, strategy research, analysis issues which are of strategic importance to both
3. An open exchange of information during joint working, respecting any confidentiality required by either party
4. Developing a set of desired outcomes from the planning process as it relates to integrated land-use and transport planning and provision for the city region
5. Building on current and previous studies, plans and strategies to identify future land-use and transport integration solutions for the city region, in partnership with Transport Scotland and the Glasgow City Region City Deal team, and others as required.
6. Identifying policies, actions and interventions which are based on a joint understanding of the development requirements of the city region which support the vision of the SDP and RTS and emerging Strathclyde Bus Alliance.
7. Undertaking mutually beneficial joint transport and land-use modelling, research and analysis, and transport network modelling which will inform future planning and policy decision in the city region.
8. Where appropriate and agreed, jointly lobby external organisations on matters of mutual interest in respect of planning, transport and related legislative and governance arrangements at the regional scale.

### Principles of Engagement

In support of the Shared Vision and Areas of Joint Working SPT and Clydeplan will commit to:

1. SPT Head of Policy and Planning and Clydeplan Manager to meet every month, with a wider meeting of officers from each organisation at least four times per annum
2. Clydeplan will be a member of the external advisory group for the RTS review and the development of RTS2

3. SPT will be a member of the external advisory group for development of future SDP's.

4. Communications will be undertaken in an open and transparent manner, with mutual professional respect





**Glasgow and the Clyde Valley Strategic Development Planning Authority**

**To: Glasgow and the Clyde Valley Strategic Development Planning Authority  
Joint Committee**

**On: 13<sup>th</sup> March 2017**

**Report by  
Stuart Tait, Manager**

**Glasgow and the Clyde Valley Green Network Partnership -  
Administering Partner Arrangements**

**1. Summary**

- 1.1 The purpose of this report is for the Joint Committee to request that Renfrewshire Council continues its role as administering partner in respect of the Glasgow and the Clyde Valley Green Network Partnership (GCVGNP).

**2. Recommendations**

- 2.1 It is recommended that the Joint Committee
- request that Renfrewshire Council continue its role as administering partner for the Green Network Partnership until 31<sup>st</sup> March 2018; and,
  - endorse the decision to extend the contracts of employment for the Green Network Executive Team to 31<sup>st</sup> March 2018.

**3. Context**

- 3.1 The Joint Committee will be aware that the Glasgow and the Clyde Valley Green Network Partnership (GCVGNP) was established in 2006 to champion and promote the multi-organisational co-ordinated action needed to facilitate delivery of the Green Network across the Glasgow and the Clyde Valley city region.
- 3.2 The Green Network is an integral component of the Strategic Development Plan's Spatial Development Strategy as approved by Scottish Ministers in May 2012. It has also been the key 'driver' behind the recognition of the strategic significance of green infrastructure thinking as mirrored in the Scottish Government's creation of a Central Scotland Green Network in the National Planning Framework and in its wider adoption across Scotland's city regions.
- 3.3 The GCVGNP is governed by 'Terms of Reference' approved by the Joint Committee at its meeting held on 10<sup>th</sup> December 2012 and agreed by that strategic partnership which comprises the constituent authorities of the Joint Committee and a range of wider agencies.
- 3.4 Renfrewshire Council, in common with its 'host authority' role for the Joint Committee, had agreed to act as the administering partner with responsibility for the employment of the Partnership staff and also to act as Treasurer to the Partnership.

- 3.5 As the administering partner and for reasons of continuity, it is proposed that Renfrewshire Council be asked to extend this role until 31<sup>st</sup> March 2018.
- 3.6 This request will require formal acceptance by Renfrewshire Council, although it is not anticipated that this will present any difficulties.
- 3.7 The GCVGNP Board oversees the strategic direction and development of the Green Network programme. A small Executive Team comprising a total of three full-time members of staff, led by a Manager, is responsible for the development and delivery of the programme.
- 3.8 The Executive Team is employed on temporary contracts linked to the period of funding for the Partnership. Funding has been extended until 31<sup>st</sup> March 2018.