

## Notice of Meeting and Agenda

### 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

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); 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 September 2016   |                |
| <b>2</b> | <b>Clydeplan Update</b>  | <b>9 - 18</b>  |
|          | Report by the Strategic Development Plan Manager.  |                |
| <b>3</b> | <b>Glasgow and the Clyde Valley Green Network Partnership Business Plan 2017/20 and Programme Plan 2017/18</b> | <b>19 - 56</b> |
|          | Presentation and report by the GCV Green Network Partnership Manager.  |                |
| <b>4</b> | <b>Revenue Budget Monitoring Report</b>  | <b>57 - 60</b> |
|          | Joint report by the Treasurer and the Strategic Development Plan Manager.                                      |                |
| <b>5</b> | <b>Corporate Purchasing Card Expenditure</b>   | <b>61 - 64</b> |
|          | Joint report by the Treasurer and the Strategic Development Plan Manager.                                      |                |
| <b>6</b> | <b>Revenue Estimates</b>   | <b>65 - 70</b> |
|          | Joint report by the Treasurer and the Strategic Development Plan Manager.                                      |                |
| <b>7</b> | <b>Revised Financial Regulations</b>   | <b>71 - 88</b> |
|          | Report by the Treasurer.   |                |

## **8 Date of Next Meeting**

The next meeting of the Joint Committee is scheduled to be held on 13 March 2017 at the offices of East Dunbartonshire Council.



## Minute of Meeting

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

Date	Time	Venue
Monday, 12 September 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); B Brown (Renfrewshire Council); Dunsmuir (South Lanarkshire Council); and O'Neill (West Dunbartonshire Council)

Councillor O'Neill, Vice Convener, presided.

#### IN ATTENDANCE

D McDonald, Assistant Strategic Development Plan Manager (Strategic Development Plan Core Team); J Nicol, Senior Planner (East Renfrewshire Council); A Laurence, Team Leader – Land Planning Policy (East Dunbartonshire Council); F Barron, Head of Planning & Building Control (Glasgow City Council); L Bowden, Business Manager (Strategic Planning) (North Lanarkshire Council); V Howie, Finance Business Partner, S Marklow, Assistant Manager – Policy, 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 A Williamson, Team Leader – Forward Planning (West Dunbartonshire Council).

#### APOLOGIES

Councillor Moir (East Dunbartonshire Council); Redmond and Scanlon (both Glasgow City Council); Wilson (Inverclyde 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 MINUTES

There was submitted the Note of the inquorate meeting of the Joint Committee held on 13 June 2016.

There was also submitted the Minute of the reconvened meeting of the Joint Committee held on 20 June 2016. It was noted that Councillor O'Neill (West Dunbartonshire Council) should have been included in the apologies and that the minute should be amended accordingly.

### **DECIDED:**

(a) That the Note of the inquorate meeting be noted; and

(b) That the Minute of the meeting held on 20 June 2016, as amended, be approved.

## 2 CLYDEPLAN UPDATE

There was submitted an update report by the Strategic Development Plan Manager relative to the status of the Strategic Development Plan (SDP) Examination, the Review of Planning in Scotland, the 2015/16 Planning Performance Framework which had been submitted to the Scottish Government and the Improvement Service prior to the 29 July 2016 deadline and the lease of the Clydeplan premises.

The report intimated that the Scottish Ministers had appointed Mr David Liddell BA (Hons) MRTPI on 15 June 2016 to carry out the examination of the Proposed SDP. On 1 July 2016 the Reporter concluded his examination of conformity with the Clydeplan's Participation Statement with the examination formally commencing on 14 July 2016. However, on 15 July 2016 Clydeplan were advised that due to other casework the Reporter appointed to undertake the Examination anticipated that it would be late August before he was in a position to commence examination of the Plan. On 4 August 2016 the Directorate of Environmental and Planning Appeals (DEPA) advised that an additional Reporter Michael Cunliffe BSc (Hons) MSc MCIWEM had been appointed to assist with the examination. An estimate of costs for the examination was requested from the DEPA and the Reporter had indicated an initial estimate of 90 days Reporters work and five days admin work at 50% of Local Development Plan cost rates. This cost could be met from Clydeplan's current earmarked balances.

The report advised that the current lease of the Clydeplan premises expired on 16 October 2016 and the SDP Manager in conjunction with Renfrewshire Council's Property Services had been examining options. At this time there was no suitable alternative option which would be available in time for the current lease end, hence there was a need to continue with the current lease. In the context of the ongoing review of the planning system in Scotland, and to allow flexibility should Scottish Futures Trust or any other public body identify a future suitable public sector relocation option in Glasgow, a three year term on the existing terms with a tenant only break option was considered to be the most suitable arrangement. This allowed the proposed extended lease to be terminated without penalty one year after the date of the commencement of the lease extension period, rather than remaining under lease for the full three years.

In September 2015, an independent panel was appointed by Scottish Ministers to review the Scottish planning system and the report of the panel “Empowering Planning to Deliver Great Places” was published on 31 May 2016. The report detailed the main recommendations of the panel’s report and summarised the Scottish Government response which was published on 11 July 2016. The intention was that the Scottish Government would consult fully on a White Paper in Autumn/Winter 2016 to enable a Planning Bill to be brought forward in 2017. The four SDP Managers had made early contact with the Scottish Government with regard to working closely with them during consideration of the review recommendations and had attended a joint working session with the Scottish Government in attendance to consider in detail the potential implications and issues arising from the review recommendations. The SDP Manager had written to the Minister for Local Government and Housing in this context. The Vice-Chair proposed that the Local Authorities should also consider writing to the Scottish Government to support the position of the SDP Manager. This was agreed.

The report highlighted that Clydeplan had been invited to participate in workshops on Development Planning and Housing on the 12 and 13 of September 2016. It was proposed that following the workshops the Strategic Development Plan Manager issue a briefing to all Joint Committee members regarding the outcome of the meetings. This was agreed.

**DECIDED:**

(a) That the update on the SDP Examination and the submission of the 2015/16 Planning Performance Framework be noted;

(b) That it be agreed that in the context of the review of the planning system and the recognition of the importance of city regions to the Scottish economy that the SDP Manager continue to make the case for the retention of the SDP in the Development Plan system in Scotland;

(c) That it be agreed to extend the lease of the Clydeplan offices for a period of three years with a break option at year one and to request that Renfrewshire Council finalise the lease negotiations;

(d) That it be agreed that Local Authorities should consider writing to the Scottish Government to support the position of the SDP Manager; and

(e) That it be agreed that the SDP Manager would issue a briefing to all Joint Committee meeting regarding the outcome of the Development Planning and Housing workshops.

**3 REVENUE BUDGET MONITORING REPORT**

There was submitted a joint report by the Treasurer and Strategic Development Plan Manager for the period 1 April to 19 August 2016.

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

**4 CORPORATE PURCHASING CARD EXPENDITURE**

Under reference to item 4 of the Minute of the meeting of the Joint Committee held on 20 June 2016, there was submitted a report detailing the list of expenses incurred through corporate procurement card payment by type and employee for the period 1 April to 19 August 2016.

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

**5 AUDITED ANNUAL ACCOUNTS**

There was submitted a joint report by the Treasurer and Strategic Development Plan Manager relative to the audited annual accounts 2015/16 for the Glasgow and Clyde Valley Strategic Development Planning Authority Joint Committee and included the report by Audit Scotland.

The report intimated that the Audit Certificate provided an unqualified opinion that the abstract of the accounts presented a true and fair view of the financial position of the Joint Committee as at 31 March 2016, in accordance with the accounting policies detailed in the accounts. A report on the 2015/16 audit by Audit Scotland was also submitted. There were no matters arising from the audit which required specific reporting to the members.

The report highlighted that following the introduction of the Local Authority Accounts (Scotland) Regulations 2014 the audited accounts must be approved for signature by the Joint Committee no later than 30 September each year. Following approval the audited accounts would be submitted to the Strategic Development Plan Manager, the Convener and the Treasurer for signing.

**DECIDED:**

(a) That the audited accounts be approved for signature; and

(b) That the report by Audit Scotland be noted.

**6 DATE OF NEXT MEETING**

**DECIDED:** That it be noted that the next meeting of the Joint Committee would be held on 12 December 2016 at the offices of South Lanarkshire Council



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

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

**On: 12<sup>th</sup> December 2016**

**Report by  
Stuart Tait, Manager**

**Clydeplan Update**

**1. Summary**

- 1.1 The purpose of this report is to update the Joint Committee on a number of matters relating to its work and day to day operation.

**2. Recommendations**

- 2.1 It is recommended that the Joint Committee
- note the update on the Strategic Development Plan Examination and the intention for a hearing to be held into housing related issues;
  - note the ongoing engagement and publication by Scottish Government in January 2017 of a consultation paper on the review of the Scottish planning system; and,
  - note the increasing involvement of Clydeplan in the work of the Glasgow City region portfolios.

## **Strategic Development Plan Examination**

1. The second Strategic Development Plan was submitted to Scottish Ministers for approval on 26th May 2016, thereby meeting the legislative requirement of submission of a replacement plan within 4 years of approval of the first Strategic Development Plan.
2. The Scottish Ministers on 15th June 2016 appointed Mr David Liddell, BA (Hons), MRTPI, to carry out the examination of the SDP.
3. On 1st July 2016 the Reporter concluded his examination of conformity with the Clydeplan's Participation Statement with the examination formally commencing on 14th July 2016.
4. On 15th July 2016 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 remains the 23rd February 2017.
5. On 4th August 2016 DPEA advised that an additional reporter Michael Cunliffe, BSc (Hons), MSc, MCIWEM, had been appointed to assist with the examination.

### Further Information Requests

6. As part of the ongoing Examination process on the SDP the Reporters have issued six Further Information Requests related to the following issues (refer Appendix for details)
  - 1) Issues 10 to 13 - Housing
    - a. Issue 10 : Selection of Growth Scenario;
    - b. Issue 11 : Housing Land Requirement;
    - c. Issue 12 : Housing Land Supply; and,
    - d. Issue 13 : Joint Action Towards the Delivery of New Homes;
  - 2) Issue 15 - Climate Change;
  - 3) Issue 16 - Delivering Heat and Electricity; and,
  - 4) Issue 6 - Network of Strategic Centres
  - 5) Issue 25 - Glasgow Airport
  - 6) Issue 6 - Network of Strategic Centres
7. On the 18<sup>th</sup> November 2016 the Reporter indicated that he wishes to hold a hearing to cover issues 10 - 13 on housing related matters (refer Appendix 2 for hearing agenda). The hearing is scheduled for one day and will be held on 14th December 2016 in Renfrew Town Hall.

### Estimated Costs

8. 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 Local Development Plan cost rates. This cost can be met from Clydeplan's current earmarked balances.

## **Review of Scottish Planning System**

9. 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 31<sup>st</sup> May 2016.
10. The panel's report and related recommendations have potentially significant implications for Clydeplan. The main recommendations include:
  - SDPs should be replaced with an enhanced National Planning Framework (NPF) (R2);
  - SDPAs should be repurposed with a statutory duty to co-operate with the Scottish Government in producing the NPF and to play a crucial role at the city region scale in the work of the national infrastructure agency or working group (R2, R17); and,
  - SDPAs 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 (R2).
11. The Scottish Government published their initial response to the review on 11th July 2016 and this includes:
  - setting up working groups on the six key themes addressed by the review; and,
  - working with the SDPAs to identify options for their re-purposing taking into account their relationship with NPF and wider governance of city region planning, development and infrastructure delivery.

## **Engagement with Scottish Government**

12. On the 12<sup>th</sup>/13<sup>th</sup> of September 2016 the Scottish Government held a two day working session on the review recommendations. The SDP 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<sup>st</sup> November 2016.
13. The four SDPA Manager also met with the Scottish Government on 8<sup>th</sup> November 2016 and the review was considered as part of Heads of Planning on 9<sup>th</sup> November 2016.
14. The Scottish Government will publish their consultation paper in January 2016 to enable a Planning Bill to be brought forward in 2017.
15. A report on the consultation paper will be brought to the next meeting of the Joint Committee.

## **Glasgow City Region Portfolios**

16. The Glasgow City Region Cabinet have set up 8 portfolios which it is intended will strengthen leadership at the city region level beyond that of the City Deal related projects and related activities.
17. The 8 portfolio and associated local authority leads are
  - Transport and Connectivity - North Lanarkshire Council;
  - Enterprise and Economic Growth - Renfrewshire Council;
  - Skill and Employment - South Lanarkshire Council;
  - Tourism and Destination Marketing - Inverclyde Council;
  - Inward Investment and Growth - Glasgow City Council;
  - Infrastructure and Assets - East Renfrewshire Council;

- Land Use and Sustainability - East Dunbartonshire Council;
  - Housing and Equalities - West Dunbartonshire Council.
18. Each portfolio has a role and remit and are establishing work plans. The engagement of key stakeholders is an important part of the emerging process. Clydeplan has increasingly become involved in a number of the portfolios in particular, Enterprise and Economic Growth, Land Use and Sustainability and Housing and Equalities.
  19. Clydeplan have actively been involved in the development of the emerging Regional Economic Strategy and also in discussions around the establishment of a new City Region Intelligence/Research Hub.
  20. Clydeplan has also established a strong working relationship with the City Deal Programme Management Office particularly with regard to the sharing of data.
  21. It is 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 are aligned in support of the SDP's Vision and Spatial Development Strategy.

## Appendix 1

### Further information Request 1

**Issues 10 to 13 - Housing (10 : Selection of Growth Scenario), (11 : Housing Land Requirement), (12 : Housing Land Supply) and (13 : Joint Action Towards the Delivery of New Homes)**

#### Information Requested

- 1 Paragraph 7.5 of Background Report 8: Beyond the Housing Need and Demand Assessment (Document ASD25) refers to a positive adjustment to the social sector housing estimate for Inverclyde. This is reflected in Figure 3 and in the second table on page 16 of that document. The various totals for the adjusted housing estimates in Schedule 6 of the proposed plan do not appear to correspond with those in the above figures/tables from ASD25, albeit that the final housing supply targets in Schedule 6 do accord (after rounding) with those provided in Figure 5 of ASD25. Does Schedule 6 (or any other schedule) require to be adjusted to account for this apparent anomaly? If so, please provide an updated schedule(s).
- 2 Please quantify the various components (for example the amount due to assumptions about stock changes, the amount due to positive adjustments for Inverclyde or elsewhere, the redistribution as a result of mobile demand) which comprise the difference, for each local authority area, between the housing estimate and the adjusted estimate. In respect of mobile demand, is the redistribution simply on the basis of the expected surplus of stock – re-assigning the mobile demand so that it is proportionate to the expected amount of surplus stock (after non-mobile demand has been accounted for) in each local authority area?
3. The planning authority says that, in moving from the adjusted housing estimates to then setting the housing supply target (HST), various considerations (including public sector resources for social housing, the anticipated influence of the City Deal, the population and growth ambitions for the city-region and other economic factors) have been factored in. Chapters 8 and 9 of Background Report 8: Beyond the Housing Need and Demand Assessment (ASD25) explain the basis for this. Can further explanation (quantitative if available) be provided as to the basis for the specific adjustments applied, both in terms of social sector and private sector housing, in arriving at the HST for each council area?
4. How has the aspiration for a 'rebalanced economy' informed the HST for each local authority, and the approach to housing need and demand generally?
5. What account has been taken of the nature of the National Registers of Scotland projections and of the level of uncertainty/risk that need and demand could turn out to be higher (or lower) than an approach based on the principal projection?
6. In Policy 8, are the requirements at bullets 2 and 3 intended to apply at both housing market area (HMA) and local authority geographies?
7. Bullet 5 of Policy 8 refers to the need to remedy any shortfalls. Is this intended to mean any shortfalls in the five-year supply of effective housing land?
8. Diagram 11. Are there missing arrows on the dotted red and green lines at the right hand side of page 98?
9. Is there a precise definition of what is meant by 'strategic scale' in paragraph 6.71 of the proposed plan? Reference to Schedule 14 suggests this means any greenfield housing development of 10 or more units outwith the Community Growth Areas (CGAs) or on an unallocated site, or any brownfield housing development (presumably also outwith the CGAs and allocated sites) of 2ha or more. Is this the scale of development paragraph 6.71 is referring to?

10. The tables on pages 25 and 26 of the Land Supply for Housing Monitoring Report 2014 (ASD09) show anticipated programming of house builds, based on the 2014 Housing Land Audit, for the private sector and for all tenures. These appear to show anticipated yearly numbers of completions which, from 2017, are greater than the proposed (annualised) housing land requirement (HLR) for these years. Does the planning authority have any comments on this apparent mismatch between the numbers of programmed completions and the HLR in the proposed plan for these years?
11. Representations argue for the application of a generosity allowance to the social sector component of the housing supply target as well as to the private sector component. Representations also argue for generosity allowance of greater than 10%. In order that the reporter can further consider these representations, can the planning authority provide updated Schedules 6-10 (taking account of any adjustment required in response to question 1 above) for each of the following scenarios:
  - 10% generosity allowance applied to both social and private sector housing supply targets.
  - 15% generosity allowance applied to both social and private sector housing supply targets.
  - 20% generosity allowance applied to both social and private sector housing supply targets.

Does the planning authority have any further comments on the implications of any of these scenarios?

12. Borrowing the terminology of Scottish Planning Policy, where in the plan is the 'robust explanation' for the adoption of a generosity allowance of 10%, and for excluding the social sector from this?
13. How can the subsequent local development plans (LDPs) ensure that there is sufficient private sector supply (overall) in any HMAs which extend into a neighbouring LDP area? Does the proposed plan help determine, for council areas containing parts of more than one HMA, how much land for private sector housing should be identified in each of these HMAs within the council area?

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## **Further information Request 2**

### **Issues 15 - Climate Change**

#### Background

1. The representation from the Scottish Association for Public Transport (SAPT) comments (see bottom half of the first page of the representation) on the 'City Region as a Low Carbon Place' section of the proposed plan, and suggests that an additional policy is required. The planning authority does not seem to have recorded this element of the representation from SAPT on any of the Schedule 4 forms, nor responded to it.

#### Information Requested

2. The planning authority is invited to submit any response it wishes to make to this element of the SAPT representation.

### **Further information Request 3**

#### **Issue 16 - Delivering Heat and Electricity**

##### Background

1. In response to the representation from the Scottish Government (PP57 11) in relation to heat infrastructure, the planning authority stated that, at that time, there were unresolved data access issues meaning that it would not be in a position to prepare supplementary guidance on cross boundary issues for strategic heat infrastructure.

##### Information Requested

2. Have the data access issues been resolved and, if so, does the planning authority wish to update its position on the case for the supplementary guidance?
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### **Further information Request 4**

#### **Issue 6 - Network of Strategic Centres**

##### Background

1. Braehead is a commercial centre, and not a town centre. SPP (paragraph 68) requires development plans to adopt a sequential approach which prioritises town centres over other commercial centres. In Schedule 2 of the proposed plan, in the entry for Braehead the second bullet point under 'Proposed Actions' includes considering planned investment in retail, commercial and business uses.
2. Several representations have questioned the compatibility of this statement with SPP, and have expressed concern about the potential impact of expansion at Braehead on town centres, particularly Paisley.

##### Information Requested

3. What analysis of the potential impact on town centres did the authority undertake before including this statement; what were the results of any such analysis; what is the justification for including the statement; and would it pre-empt the application to Braehead of the sequential approach as outlined in the final bullet point of Policy 4?
- 

### **Further information Request 5**

#### **Issue 25 - Glasgow Airport**

##### Background

1. Representation PP08 from the Scottish Association for Public Transport (SAPT), commenting on paragraph 9.20 of the proposed plan, raises the issue of improved connections between the Clydeplan area and Edinburgh and Prestwick Airports. The authority's response does not appear to deal with this issue. Paragraph 9.20 refers to decisions on the long term development of these airports, but not to their links with the SDP area.

##### Information Requested

2. What is the authority's response to the SAPT representation on improved links to Edinburgh and Prestwick Airports?

## **Further information Request 6**

### **Issue 6 - Network of Strategic Centres**

#### Background

1. SEPA (PP23) recommends that flood risk should be identified as a challenge for those Strategic Centres where this has been identified in the Clydeplan Strategic Flood Risk Assessment. The Assessment appears as Appendix C to the Strategic Environmental Assessment Updated Environmental Report (ASD03). However, it does not list the centres affected by flood risk, and the accompanying map does not provide sufficient resolution to enable them to be identified.

#### Information Requested

2. A list of those Strategic Centres described in Schedule 2 to the proposed plan which are (or parts of which are) at risk from flooding with an annual exceedance probability greater than 0.5% (1 in 200 years), together with a map or maps enabling the flood risk areas to be identified.



## Appendix 2

**Clydeplan**  
**Strategic Development Plan**  
**Hearing Regarding Housing-related Issues**  
**Wednesday 14<sup>th</sup> December 2016 at Renfrew Town Hall - 10a.m.**

### Agenda

1. Introduction
2. The Housing Need and Demand Assessment - use of National Records of Scotland projections.  
*(Note that Scottish Planning Policy states that, for HNDAs that have been found to be robust and credible, the approach used will not normally be considered further at development plan examinations).*
3. The Housing Estimates
  - Use of 2012 base-year for the plan, and 2013 data.
  - The stage 1 adjustments - Inverclyde, vacant stock.
  - Allocation of mobile demand - how this was done, implications.
4. The Housing Supply Targets (HST)
  - The further adjustments made to derive social sector HSTs.
  - The further adjustments made to derive private sector HSTs.
  - How might use of the high-migration scenario affect the HSTs.
  - The balance between social and private sectors, and the relative importance of the all-tenure HSTs.
5. The Housing Land Requirement (HLR)
6. Proposed Policy 8 - The Housing Land Requirement
  - Proposed and alternative approaches to the 5<sup>th</sup> bullet point in the policy.
  - Calculation of 5-year supply.
  - The functions and merits of Schedules 9 and 10 in the proposed plan.
  - Distribution of HST/HLR within Housing Sub-Market Areas which straddle local authority boundaries.
7. Housing Land Supply
8. Policy 7 - Joint Action Towards the Delivery of New Homes
  - Potential for overlap with Policy 8.
9. Reporter's concluding remarks



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

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

**On: 12<sup>th</sup> December 2016**

**Report by**

**Max Hislop, GCV Green Network Partnership Manager**

**GCV Green Network Partnership Business Plan 2017/20  
and Programme Plan 2017/18**

**1. Summary**

- 1.1 The purpose of this report is to update the Joint Committee on the Glasgow and Clyde Valley Green Network Partnership (GCVGNP) Business Plan 2017/20 and to seek approval for local authority contributions to support the Programme Plan and budget for 2017/18.

**2. Recommendation**

- 2.1 It is recommended that Joint Committee note the contents of the GCVGNP Business Plan and approve the allocation of local authority contributions to support the delivery of the Programme Plan 2017/18.

**3. Background**

- 3.1 The GCVGNP was formed in 2006 and is comprised of the eight Glasgow city region local authorities, Forestry Commission Scotland, SNH, SEPA and the Glasgow Centre Population Health.
- 3.2 The purpose of the GCVGNP is to facilitate the delivery of the GCV Green Network, a key component of the Strategic Development Plan's Spatial Development Strategy. The GCVGNP is also a key regional partner in the Central Scotland Green Network, a 'National Development' in NPF3.
- 3.3 The GCVGNP has been successful in generating increased recognition of the role of the Green Network in delivering a successful city region. Current work is providing strategic guidance for the delivery of the Green Network and green infrastructure to deliver healthier lifestyles, climate change resilience, training and employment opportunities and placemaking developments.
- 3.4 At its meeting held on 10<sup>th</sup> December 2012 the Joint Committee approved the GCVGNP's Terms of Reference. This recognises the governance role of the Joint Committee in approving local authority contributions to support the Partnership's Business Plan. The Terms of Reference requires no later than 31<sup>st</sup> December each year the GCVGNP's Business Plan to be presented to the Joint Committee for approval of local authority contributions for the following financial year.

#### 4. The GCVGNP Business Plan 2017-20 and Programme Plan 2017/18

- 4.1 The Business Plan provides guidance to the GCVGNP Board on delivery of the Glasgow and Clyde Valley Green Network Programme for the three year period 2017- 20. The Plan provides a review of progress against the Partnership's remit. The Programme Plan 2017/18 describes the programme of work for the continuing development of the GN Programme in the year 2017/18. A budget for the GN Partnership's Executive Team for 2017/18 is also presented within the Programme Plan. A copy of the Programme Plan is attached as Appendix 1 and a copy of the Business Plan is attached as Appendix 3.

##### The Programme of Project Work

- 4.2 The Programme Plan for 2017/18 outlines the 'strategic' and 'geographic' project work to be undertaken by the Partnership.

The Strategic Projects for 2017/18 are:

- **GCV Green Network 'Big Picture': a blueprint for delivery** - work with all GCR local authorities on a spatial representation of the Green Network;
- **Green Network Indicator for the GCVGN 'Blueprint'** - work with all GCR local authorities to propose a method to monitor delivery of the GN Blueprint;
- **Green Network Indicator for Community Plans** - for Glasgow City Council;
- **Greenspace and Health Analysis** - for Glasgow City Council and North Lanarkshire;
- **Integrating Green Infrastructure into new residential developments** - in North Lanarkshire, East Renfrewshire;
- **Encouraging woodland creation** - work with all GCR local authorities to identify opportunities for woodland creation.

The Geographic projects for 2017/18 are:

- **Green Network Project Proposals for Strategic Delivery Areas** - project proposals and community engagement for Upper Greenock (Inverclyde), Clydebank (West Dunbartonshire), Renfrew (Renfrewshire) and Yoker (Glasgow);
- **Gartloch/Gartcosh Strategic Delivery Area** - work with developers to integrate green infrastructure into their planning applications for the four Community Growth Areas in this location and the redevelopment plans for Greater Easterhouse (North Lanarkshire, Glasgow). Continue supporting delivery of the Seven Lochs Wetland Park;
- **Natural Flood Management Study (NFM): River Kelvin** - deliver a NFM study for the River Kelvin catchment which extends into Glasgow, and East Dunbartonshire council areas;
- **Glasgow Parks Strategy** - assist in the preparation of the new strategy in Glasgow.
- **South Lanarkshire Open Space Strategy** - assist in the preparation of the new strategy in South Lanarkshire.

### The Budget 2017/18

- 4.3 The budget for the GCVGNP in 2017/18 is £210,000. The breakdown of the budget is shown in Paragraph 1 of the Programme Plan and Appendix 2.
- 4.4 The budget is comprised of contributions from partner agencies and local authorities. The four agencies together will contribute 41% of funding and the local authorities together will contribute 44% of funding. Project related external income will make up the remaining 15% of the budget.
- 4.5 The local authority contribution to the 2017/18 budget is £93,386. The contribution from each authority is calculated pro rata based on its population size.
- 4.6 The contribution from each local authority for 2017/18 is:
- East Dunbartonshire      £5,589
  - East Renfrewshire      £4,758
  - Glasgow City      £31,019
  - Inverclyde      £4,322
  - North Lanarkshire      £17,306
  - Renfrewshire      £9,040
  - South Lanarkshire      £16,497
  - West Dunbartonshire      £4,855



## Appendix 1

# The GCV Green Network Partnership's Programme Plan for 2017/18

To be read in conjunction with the GCV Green Network Partnership Business Plan

## 1. Budget 2017/18

The GCVGNP budget for 2017/18 is £210,000. The budget is comprised of four major areas of expenditure:

Staff costs:	£153,700
Property costs:	£21,900
Office/admin costs:	£26,400
Communications:	£8,000

A breakdown of these figures into individual account lines can be seen in Appendix 2. The budget pays for the salaries and associated costs of employing the core team of three staff (see Figure 1 below) and the costs of running and servicing the West Regent Street office (shared with the Clydeplan team).

The Business Plan budget outlined above does not pay for the salaries and overheads of the two external posts. The funding required to sustain these posts is provided by CSGNT and TCV through their own funding bids.

## 2. Staffing 2017/18

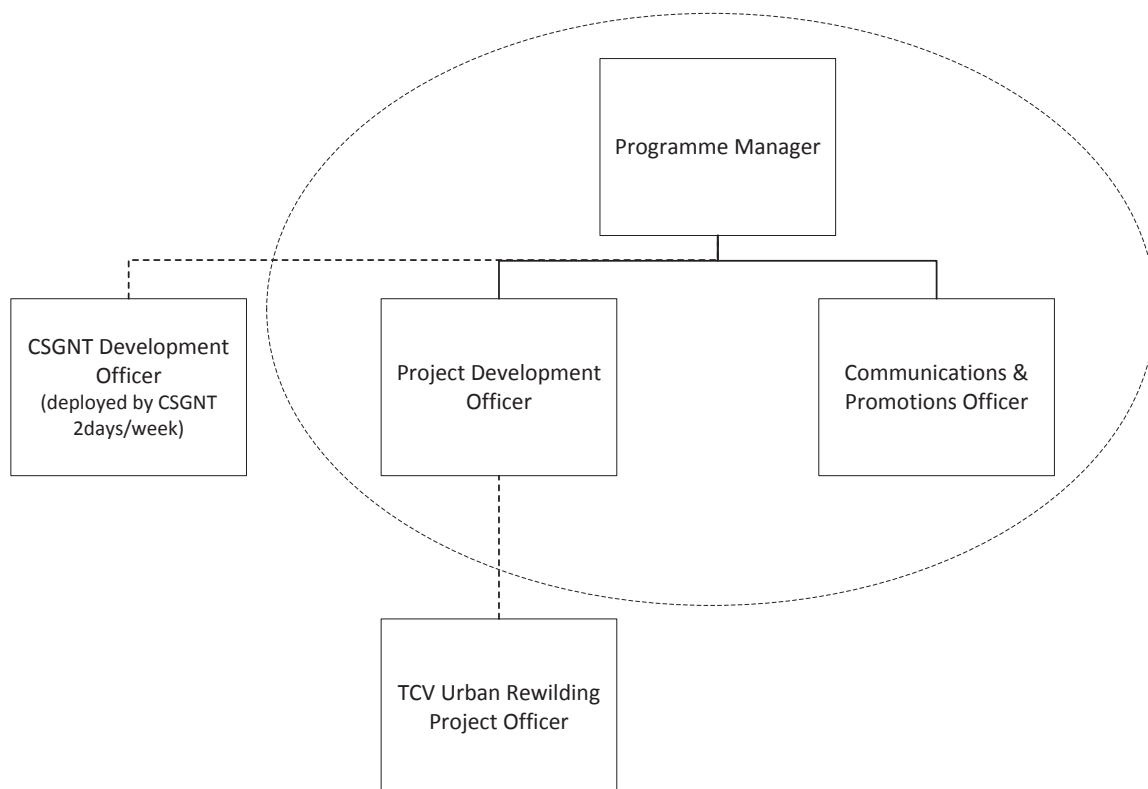
In 2017/18 the Executive Team (see Figure 1) will be comprised of three full-time salaried posts:

- Programme Manager
- Development Officer
- Communications and Promotions Officer: (currently working PT: 3 days / week)

The Development Officer will liaise with TCV to direct the work programme for the:

- Urban Rewilding Project Officer (employed by TCV with funding from the Heritage Lottery Fund for Urban Rewilding in GN Strategic Delivery Areas);

A Development Officer has been deployed by CSGNT to work with GCVGNP on project development. The Development Officer will work 2 days per week on this task and report to the Programme Manager.



**Figure 1. GCVGNP's Executive Team 2017/18 (core team within the dotted line)**

### **3. Project work**

The focus of the Executive Team's work is on project work which is regarded as strategically important to the delivery of the GCV Green Network or on particular geographically located projects.

#### **3.1. Strategic projects**

Strategic project work should help delivery partners to focus limited resources on delivery of the GCV Green Network where this will be most effective or where there are opportunities to align the Partnership's objectives with other organisation's objectives and so share resources for delivery of the GCV Green Network.

Wherever relevant, possible and requested by partners, strategic project work is transferred from a pilot project location to other locations. Often a strategic project is developed to meet a request from a partner local authority and the lessons learned from the initial project are used to repeat similar work and outputs in other local authority areas. Table 1 below shows the transference of some strategic projects over recent years and how they have led to project work in the current Business Plan.



**Table 1. Transference of Strategic Projects**

<b>Strategic Project</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
GN Opportunities Mapping	South Lanarkshire, Glasgow	Clydeplan	North Lanarkshire			
GN Indicators for Community Plans	<b>Pilot:</b> Renfrewshire	Inverclyde	South Lanarkshire East Renfrewshire North Lanarkshire	East Dunbartonshire, West Dunbartonshire	<b>Glasgow</b>	
Greenspace and Health Analysis			<b>Pilot:</b> Glasgow, West Dunbartonshire	Renfrewshire, East Renfrewshire South Lanarkshire	<b>Glasgow, North Lanarkshire</b>	East Dunbartonshire Inverclyde
Greenspace and Climate Change Adaptation	<b>Pilot:</b> Renfrewshire, Glasgow		Renfrewshire (update), Glasgow (update), East Dunbartonshire, Inverclyde, East Renfrewshire	South Lanarkshire, North Lanarkshire, West Dunbartonshire		

### 3.2. Geographic projects

Geographic projects should demonstrate an approach or principles which the Partnership would wish to see applied in other places across the region or are projects where the cross-boundary remit of the Partnership and expertise of the Executive Team adds value to delivery partner's efforts and facilitates the delivery of priority projects.

## **4. Strategic Projects for 2017/18**

An overview of the Executive Team's strategic project work for 2017/18 is shown in Table 2 below. More detailed description of the individual projects is provided in the paragraphs below.

**Table 2. Summary of Strategic Project Work 2017/18**

<b>Project</b>	<b>Partners</b>	<b>Comment</b>
1. The GCV Green Network 'Blueprint'	all GCVGNP partners	Work with partners to draft a spatial representation of the GCVGN
2. GN Indicator for the GCVGN 'Blueprint'	Clydeplan all GCVGNP partners	Propose a method to monitor the delivery of the GN Blueprint and test with partners
3. GN Indicators for Community Plans	Glasgow City Council	Complete the analysis and report for the remaining partner LA
4. Greenspace and Health analysis	Glasgow City Council North Lanarkshire Council	Complete the analysis and report for two partner LAs

5. CSGN Strategic Project Work: Overcoming Barriers to GI Delivery in New Residential Development	CSGNT	Continuation of this study with financial support for the project from CSGNT
6. Encouraging woodland creation	Glasgow City Council, Inverclyde Council, West Dunbartonshire Council FCS	Work with LA partners to identify opportunities for woodland creation on greenspace

#### 4.1. The GCV Green Network 'Blueprint'

An image of the GCV Green Network was published in the regional Structure Plan in 2006. It was created following discussions between local planners and the Structure Plan team on the potential places and corridors where the Green Network might make links across the conurbation and beyond. To date it is the only region-wide representation of the spatial delivery of the GCV Green Network.

The Opportunities Mapping analysis undertaken for Clydeplan and the Strategic development Plan has helped to identify priority locations for delivery of the Green Network (Strategic Delivery Areas) and NPF3 has set a new set of priorities for the CSGN. However, delivery of the Green Network in these priority locations alone will not deliver a coherent and contiguous regional Green Network. The priority locations should be presented within the context of our Partnership's vision for the realisation of GCV Green Network.

Since 2006 the Partnership has completed many studies and developed new analyses which could inform a new version of the image. In addition our collective understanding of the Green Network has advanced including the role that it should have in delivering a successful and resilient city region.

In 2015/16 the Executive Team started work with East Dunbartonshire Council to test out a new approach to our spatial vision for the GCV Green Network (the 'Blueprint'). Starting at the local level the approach was discursive. The discussions drew upon existing Green Network strategies and studies and used the range of GIS spatial analysis that are now available. The Executive Team also tested a region-wide desk-based approach to the drafting of the 'Blueprint'.

The outcomes of these two approaches were presented to the Board to decide the best approach to continue and complete the preparation of the GCV Green Network 'Blueprint'. The Board advised that the region-wide desk-based output through workshops with partner organisations was the most pragmatic approach.

In 2016/17 the Executive Team prepared a region wide Blueprint framework of key destinations (nodes) and notional access routes (connections) through desk based spatial analysis and discussions with local authority partners. The principle of translating the connections into the identification of 'on the ground' greenspace assets and potential green network links was trialled.

**In 2017/18 the Executive Team, in collaboration with partners, will** progress the translation of the Blueprint framework into the identification of 'on the ground' green network existing and potential assets.

Ultimately this process will identify:

- Existing green network assets which are regionally and strategically important to the GCV Green Network and should therefore be protected and enhanced where necessary; and,

- Potential sites that are regionally and strategically important to the GCV Green Network and should therefore be a priority for transformation into recognised green network assets.

#### 4.2. A Green Network Indicator for the GCVGN 'Blueprint'

Over the last few years the Executive Team have prepared Green Network indicators for local authorities in the region based on habitat network models and analysis of walking routes to good quality greenspace. This experience provides the opportunity to consider the development of an indicator that will measure the progress toward delivery of the GN 'Blueprint'.

**In 2017/18 the Executive Team will** propose a method to monitor the delivery of the GCVGN Blueprint and test the methodology with partners.

#### 4.3. Green Network Indicators for Community Plans

In 2013/14 Renfrewshire Council requested assistance from the Executive Team to consider the development of a Green Network indicator that could be used in the development of their community plan. The need was to have a single metric which would allow the Community Planning Partnership to assess Renfrewshire's progress toward delivery of the Green Network across the council area. The Executive Team developed a methodological proposal which was tested and presented to Renfrewshire Council. The method delivers a single metric index based on an analysis of the level of current Green Network habitat and access networks. Later iterations of the analysis will reveal the progress over time toward delivery of the Green Network based on a 2013/14 baseline.

In 2014/15 the Executive Team delivered a similar GN indicator for the Inverclyde local authority area.

In 2015/16 the Executive Team worked with East Renfrewshire, South Lanarkshire and North Lanarkshire local authorities to deliver a similar GN indicator.

In 2016/17 the Executive Team completed similar analysis for East and West Dunbartonshire local authority areas.

**In 2017/18 the Executive Team will** complete similar analysis for Glasgow City.

There is potential to use the index for comparison of progress between local authorities and across the region if similar analysis is completed for all local authorities.

#### 4.4. Greenspace and Health analysis

The role of people's living environment adjacent to their homes or place of work is recognised as a 'domain' of indicators in the 'Understanding Glasgow' project developed by the Glasgow Centre for Population Health (GCPH). This project aims to inform a wide audience about the health and wellbeing of Glasgow's residents. The GN Opportunities Mapping approach and the Partnership's work on spatial analyses of climate change impacts on vulnerable communities has the potential to provide useful indicators for the Environment Domain of Understanding Glasgow.

The primary way in which the Green Network can positively improve the health of the people who live in the GCV region is by providing opportunities for people to live more active lifestyles. A growing body of evidence shows that inactivity is a major contributory factor in heart disease, hypertension, diabetes and depression. Conversely, just 30 minutes of walking per day can have a dramatic impact on the likelihood of a person developing these conditions. Providing a

living and working environment which encourages people to be more active is part of the role of the GCVGNP.

In 2014/15 the Executive Team developed a Health and Wellbeing dataset for the GN Opportunities Mapping update for Clydeplan. This dataset is comprised of statistics of communities with high level health conditions associated with inactive lifestyles (rates of hospital admissions for heart disease and strokes) and communities with high levels of prescriptions for stress, anxiety and psychosis.

In 2015/16 the Executive Team completed pilot analysis in West Dunbartonshire of the spatial relationship between target communities identified through the Health and Wellbeing dataset and the availability of access to quality greenspace. Reports were prepared which identify opportunities to improve the provision of greenspace to these target communities.

In 2016/17 the Executive Team completed similar analyses in Renfrewshire, South Lanarkshire and East Renfrewshire.

**In 2017/18 the Executive Team will** complete similar analyses in Glasgow and North Lanarkshire.

These analyses are potentially of interest to the Glasgow Centre for Population Health's 'Understanding Glasgow' database and to the Health Boards and Community Health Partnerships and Health Scotland. The Executive Team will promote the analyses to these organisations to explore how the outputs might be used and the analyses improved.

#### 4.5. CSGN Strategic Project Work: Overcoming Barriers to GI Delivery in New Residential Development

The Programme Manager is a regular attendee of the CSGN's Regional Advisory Forum (RAF). The RAF was set up to provide an opportunity for Green Network partnerships and other organisations with a regional role in delivery of the CSGN to share experiences and ideas and to provide input to agenda items to be discussed by the CSGN Board. The RAF is working on issues which should be addressed by the CSGN Programme Committee, the CSGNT Board, and all those organisations with a stake in the CSGN.

In 2014/15 the Executive Team worked on the 'Costing the CSGN' project which emerged from RAF discussions. This work was funded by the CSGNT and contributed to the Partnership's budget as project partner funding.

In 2015/16 the Executive Team extended the strategic work already undertaken for the CSGNT by completing an assessment of the available resources for the delivery of the CSGN. This study is called 'Resourcing the CSGN'.

In 2016/17 the Executive Team worked on the 'Overcoming barriers to the delivery of green infrastructure in new residential development' study in the CSGN area.

**In 2017/18 the Executive Team will** continue to work on the 'Overcoming the barriers to the delivery of green infrastructure in new residential development' study in the CSGN area.

#### 4.6. Encouraging Woodland Creation

In recent years the Partnership has worked on several project that have identified opportunities for woodland creation within the GCV region.

**In 2017/18 the Executive Team will** promote the opportunity for woodland creation on public sector land in Glasgow, Inverclyde, West Dunbartonshire local authority areas and seek to work up these opportunities into Forestry Grant

Schemes or to work with Forest Enterprise Scotland in the delivery and management of the opportunities.

## 5. Geographical Projects for 2017/18

The Executive Team's geographical project work for 2017/18 is show in Table 3 below.

**Table 3. Summary of Geographical Project work 2017/18**

<b>Project</b>	<b>Partners</b>	<b>Comment</b>
1. Strategic Delivery Areas:	CSGNT, TCV	Project proposals and accompanying funding strategies will be completed.
a. Upper Greenock	Inverclyde Council	
b. Clydebank	West Dunbartonshire Council	
c. Yoker / Whitecrook	Glasgow City Council	
2. Gartloch/Gartcosh (SDA):		
a. Integrating Green Infrastructure: Gartcosh Glenboig CGAs	North Lanarkshire Council	Work with developers and planners to integrate GI into planning applications.
b. Integrating Green Infrastructure: Greater Easterhouse	Glasgow City Council	Work with Glasgow City Council to deliver proposals for GI.
c. Seven Lochs Wetland Park	Glasgow City Council, North Lanarkshire Council, FCS, SNH, TCV, Scottish Canals, Transport Scotland	Championing and facilitating GN projects associated with the Seven Lochs area
3. Natural Flood Management Study: River Kelvin Catchment	Glasgow City Council, East Dunbartonshire Council, SEPA, FCS	Deliver a NFM study for the River Kelvin Catchment Potentially Vulnerable Area on behalf of Clyde & Loch Lomond Local Plan District for Flood Risk Management Act.
4. Glasgow Parks Strategy	Glasgow City Council	Assist in the preparation of the new strategy by providing expert opinion and spatial analysis
5. South Lanarkshire Open Space Strategy	South Lanarkshire Council	Assist in the preparation of the new strategy by providing expert opinion and spatial analysis

### 5.1. Strategic Delivery Areas

Strategic work is the purpose of the Partnership and is vital if appropriate local Green Network projects are to be delivered. However, the Partnership also has an objective to help deliver the Green Network across the region.

In 2014/15 the Executive Team worked with the Clydeplan team to update the Green Network spatial priorities ('Opportunities Map') for the second Strategic Development Plan. 16 'Strategic Delivery Areas' (SDAs) were identified where GN priorities are

matched by land use opportunities. Working with a Development Officer from the CSGNT and in discussion with local partners, four of these SDAs were selected and approved by the Board for the preparation of Action Plans.

In 2015/16 the CSGNT Development Officer and the Executive Team worked with local stakeholders to identify the opportunities that exist to deliver the Green Network and information on the necessary actions to be taken to bring about delivery. Green Network strategies were completed for three SDAs.

In 2016/17 Action Plans were completed to facilitate the delivery of the Green Network in these locations

**In 2017/18 the Executive Team will** work with local stakeholders to work up detailed project proposals for specific sites and prepare funding strategies. The project proposals will be informed by engagement with local people and community organisations. The community engagement work will be supported by a 'Urban Rewilding' officer employed by TCV and supported through HLF funding.

## 5.2. Gartloch Gartcosh (SDA)

The area of north Glasgow which includes Greater Easterhouse and stretches into North Lanarkshire as far as Steppe, Moodiesburn, Glenboig and Coatbridge was identified in the 2006 GCV Structure Plan as a 'corridor of growth', meaning it has potential for new areas of residential expansion. Community Growth Areas have been identified which aim to accommodate 4,500 new homes. The need to accommodate these new developments and the areas of significant wildlife habitat led to the early commissioning of a Green Network strategy which sought to encourage good development and delivery of the Green Network whilst protecting sensitive habitats. The Gartloch Gartcosh Green Network Strategy was completed in January 2008.

The Strategy recommended that the creation of a new Wetland Park of national significance should sit at the heart of the Gartloch Gartcosh Green Network. A Wetland Park vision and masterplan published in March 2013 sets out the overall park strategy and more detailed Green Network / green infrastructure plans examine how the vision will be implemented linked to the development of Community Growth Areas (CGAs) in both GCC and NLC. The Executive Team's role has been to co-ordinate and to drive the project forward.

However, the delivery of the Wetland Park will not deliver the full Green Network for the area as proposed in the strategy. Integration of the Green Network into the existing urban areas and green infrastructure into the new developments will be crucial.

In 2016/17 the Executive Team's role shifted from leading the development phase of the Seven Lochs Heritage Project to working with partners to take forward the wider green network linked to the Wetland Park and the adjoining urban areas. This focused on the development of green infrastructure within CGAs in partnership with Glasgow and North Lanarkshire councils, and the continued planning and design of green links within and around the park.

### **In 2017/18 the Executive Team will:**

- Work with planning authorities and developers to integrate multi-functional green infrastructure into planning guidance and masterplans for the CGAs
- Work with partners to develop and deliver the wider green network within the Gartloch Gartcosh SDA ensuring there are links to the Seven Lochs Wetland Park



### 5.3. Natural Flood Management Study: River Kelvin Catchment

The production of Natural Flood Management (NFM) maps is a requirement of the Flood Risk Management (Scotland) Act. They are part of a suite of tools which will be used in the Flood Risk Management Planning Process to help to produce Scotland's first set of national co-ordinated responses to managing flooding.

The need for several NFM studies in Potentially Vulnerable Areas has been identified by SEPA, local authorities and other partners in the Clyde and Loch Lomond FRM district. Glasgow City Council acts as leader authority for the district.

The Partnership has been asked to deliver three NFM studies over the course of the next few years for the district.

These are located in:

- Yoker Mains and Yoker Burns catchments
- River Kelvin catchment
- White Cart catchment.

The studies will:

- propose new natural flood management measures ;
- provide guideline costs; and,
- model hydrological impacts.

These studies provide the Partnership with the opportunity to align natural flood management measures with the delivery of wider Green Network objectives and delivery proposals. Funding for delivery of the measures is likely to be forthcoming from Scottish Government based on these studies.

In 2016/17 the Executive Team worked to deliver a NFM study for the Yoker catchments. This study will inform greenspace project proposals emerging from the Clydebank and Yoker SDAs action planning project.

**In 2017/18 the Executive Team will** work to deliver a NFM study for the River Kelvin catchment.

### 5.4. Glasgow Parks Strategy

Glasgow's Land & Environmental Services (LES) intend to develop a ten-year Parks Strategy for Glasgow (2017-2027), to build on the 2005 Best Value review of Parks and Open Spaces, and to align the emerging themes of Glasgow's Open Space Strategy to their parks and open spaces. In doing so, they are keen to reflect the emerging policy, strategy and research position, both citywide, regionally and nationally, and to align service outcomes to the objectives set at these levels.

There will be a number of stages to the process, and the intention is to work effectively with stakeholders such as the GCVGNP throughout the process, so that Partnership's expertise is built into the process and so that their approach is evidence based.

In 2016/17 the Executive Team began work with LES to provide:

- contribution to 'end of stage' review/monitoring meetings
- assistance to generate evidence based maps (building on the GOSS and Pan 65 mapping). This will help to identify which assets are considered to have the greatest and least potential to contribute to strategic priorities and user needs, to inform future asset management and service delivery.

**In 2017/18 the Executive Team will** continue the work began with LES in 2016/17 to assist them to complete their Parks Strategy.

It is anticipated that the Executive Team will be able to build on previous GIS analysis to inform the Parks Strategy. This is likely to include:

- Greenspace and health analysis
- Green Network and climate change adaptation analysis

#### 5.5. South Lanarkshire Open Space Strategy

South Lanarkshire Council are working to complete an update of their Open Space Strategy in 2017/18. Recent work completed by the Partnership has the potential to significantly inform the strategy:

- Greenspace and Health Analysis
- Green Network and climate change adaptation analysis
- Green Network Access analysis (completed for South Lanarkshire's GN Indicator)
- Open Space audit
- Green Network 'Blueprint' – (nodes and connection framework completed 2016/17).

**In 2017/18 the Executive Team will** assist South Lanarkshire to incorporate these analyses into the Open Space Strategy and assist in presenting the outputs of the strategy to be relevant to a wide stakeholder audience, e.g.: Land Services; Planning Policy; Development Management; Corporate Management (assets and climate change adaptation); Other landowning public sector agencies (e.g. Forest Enterprise Scotland, NHS Lanarkshire); Health professionals.

### **6. Communications work for 2017/18**

In 2016/17 the Executive Team focussed on showcasing key projects to make the case for continued funding. Case Studies were created for:

- Maidenhill - an exemplar of Green Infrastructure development;
- Clyde Gateway - Retrofitting the Green Network; and
- GN Thinking - setting the agenda.

For 2017/18, the Team have created an updated Showcase film and 10 year Partnership Review brochure promoting a timeline of activity which highlights the significant progress made to date in pursuing the Green Network Vision. It is hoped this demonstrates the value of the Partnership in ambitiously pursuing the Green Network agenda. A new case study, Seven Lochs – an exemplar of Green Network planning and delivery, has been developed to add weight to the showcase work.

2017/18 will see the continued promotion of the 'Showcase' theme. Specific activity will include:

- A 'celebrating 10 years of the Green Network' event – we will invite John Swinney MSP to join us potentially out at Easterhouse to promote the Partnership's success
- Continued promotion of the Partnership 'showcase' film
- Issue of the '10 year Partnership Review' brochure to new politicians
- A refreshed website launched autumn 2017

Additionally, the 2017/2018 period will see continued monitoring and improvements to our digital and social media platforms. We will



- Continue Communications Outputs

In 2017/18 the Executive Team will:

- Prepare and circulate regular GN News Updates and Enews Flashes;
- Increase the number of GN News and Twitter sign-ups;
- Promote our LinkedIn site;
- Engage with partner PR contacts to ensure a steady flow of GN News to them;
- Prepare and update our Digital (web and Social Media) sites regularly;
- Continue to adjust promotional approaches due to analytics intelligence.



## Appendix 2: GCVGNP Programme Management Budget 2017/18

	2016/17		2017/18
	Budget	Projection	Budget
<b>Income</b>			
East Dunbartonshire	5,589	5,589	5,589
East Renfrewshire	4,758	4,758	4,758
Glasgow City	31,019	31,019	31,019
Inverclyde	4,322	4,322	4,322
North Lanarkshire	17,306	17,306	17,306
Renfrewshire	9,040	9,040	9,040
South Lanarkshire	16,497	16,497	16,497
West Dunbartonshire	4,855	4,855	4,855
<b>Total Local Authority Income</b>	<b>93,386</b>	<b>93,386</b>	<b>93,386</b>
SNH	37,354	33,619	33,619
Forestry Commission Scotland	37,354	32,955	33,619
Glasgow Centre for Population Health	14,008	14,008	14,008
SEPA	4,669	4,669	4,669
<b>Total Other Partners</b>	<b>93,385</b>	<b>85,251</b>	<b>85,915</b>
Project Income (Central Scotland GN)	23,230	23,230	30,699
<b>Total Income</b>	<b>210,001</b>	<b>201,867</b>	<b>210,000</b>
<b>Expenditure</b>			
<b>Employee Costs</b>			
Salaries	131,705	111,947	117,300
Superannuation	22,324	21,341	22,300
National Insurance	10,694	11,133	12,300
Travel, Accommodation & Subsistence	1,320	976	1,300
Training	500	200	500
<b>Total Employee Costs</b>	<b>166,543</b>	<b>145,596</b>	<b>153,700</b>
<b>Property Costs</b>			
Rent/Rates/Electricity	21,000	21,806	21,000
Contract Cleaning	900	1,210	900
<b>Total Property Costs</b>	<b>21,900</b>	<b>23,016</b>	<b>21,900</b>
<b>Supplies &amp; Services</b>			
Office Setup	100	154	100
IT/LAN Hardware	200	100	200
IT Software & Support	3,600	3,520	3,600
Marketing	8,000	8,168	8,000
<b>Total Supplies &amp; Services</b>	<b>11,900</b>	<b>11,942</b>	<b>11,900</b>
<b>Administration Costs</b>			
Internal Copying	0	0	2,100
Stationery & Consumables	2,560	3,087	500
Postage	460	343	500
Telephones	840	720	800
Conferences & Courses	500	300	500
Books & Publications	0	20	0
Finance & Administration Services	5,200	16,750	18,000
<b>Total Administration Costs</b>	<b>9,560</b>	<b>21,220</b>	<b>22,400</b>
<b>Payments to Other Bodies</b>			
Hospitality	97	93	100
<b>Total Payments to Other Bodies</b>	<b>97</b>	<b>93</b>	<b>100</b>
<b>Total Expenditure</b>	<b>210,000</b>	<b>201,867</b>	<b>210,000</b>
<b>Net Surplus/(Deficit)</b>	<b>1</b>	<b>(0)</b>	<b>0</b>
<b>Revenue Reserves</b>			
Balance as at 1 April	42,300	42,300	42,300
Drawdown in Year	0	(0)	0
<b>Balance as at 31 March</b>	<b>42,300</b>	<b>42,300</b>	<b>42,300</b>





## **Glasgow and Clyde Valley Green Network Partnership BUSINESS PLAN 2017-20**

**GCV Green Network Partnership**  
Lower Ground Floor, 125 West Regent Street, Glasgow G2 2SA

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# **GLASGOW AND CLYDE VALLEY GREEN NETWORK PARTNERSHIP BUSINESS PLAN 2017-20**

## **1. INTRODUCTION**

### **1.1. The GCVGNP Business Plan**

This Business Plan provides guidance to the Glasgow & Clyde Valley Green Network Partnership Board (hereafter referred to as the 'GN Partnership Board') on delivery of the Glasgow & Clyde Valley Green Network Programme (hereafter referred to as the 'GN Programme') for the three year period 2017-20.

### **1.2. GCVGN Partnership Aims and Objectives**

The GCV Green Network Partnership aims to make the Glasgow city region one of Europe's most attractive places to live, work and play through the creation of a large functional Green Network.

The purpose of the Partnership is to work strategically to add value to the work of those organisations already acting to deliver green networks within the Glasgow and Clyde Valley (GCV) region.

The aim of the Partnership's work is to develop a co-ordinated approach that will deliver a major improvement in the scale and quality of green network provision across the GCV city region. The Partnership's work is designed to facilitate delivery of improvements to the physical environment of the region in a way and on a scale that would not otherwise be achieved.

Specific objectives of the Partnership are:

1. to help deliver the Green Network across the Strategic Development Plan area;
2. to champion green network activity across the GCV region;
3. to act as a catalyst and facilitator to help:
  - a) deliver a regional component of the Central Scotland Green Network (CSGN);
  - b) embed the Green Network within regional and local policy;
  - c) develop regional partnerships for green network activity;
  - d) promote a strategic approach to project development;
  - e) secure effective and high quality long term management of the green network
  - f) access additional resources to support green network work;
  - g) increase the profile of the Green Network; and
  - h) create a regional linkage to other greenspace initiatives

### **1.3. The Central Scotland Green Network**

The Glasgow and Clyde Valley region is a significant regional component of the Central Scotland Green Network (CSGN), a National Development in the third national Planning Framework. The delivery of the Glasgow and Clyde Valley Green Network is entirely consistent with the delivery of the CSGN and the Partnership will work with other regional partnerships in the CSGN activity area and the CSGN Trust to deliver our shared goals and vision.

A CSGN Regional Advisory Forum provides a forum to share experience between organisations working for the delivery of the CSGN and with the CSGN Trust.

In April 2014 the CSGN became the CSGN Trust, by merging the Central Scotland Forest Trust and its delivery capacity with the CSGN Support Unit. The new arrangements provide an opportunity for the relationship between the two organisations to be strengthened and mutually supportive. The Chair of the GCVGN Partnership is a director of the CSGNT.

In September 2016 the chair of the GCVGNP signed a concordat with the chair of the CSGNT which is intended to 'formally set out the relationship between key parts of the CSGN architecture, namely the CSGNT and the formally constituted Regional Partnerships'. Amongst other things the CSGNT/GCVGNP concordat states that:

- CSGNT commits to promote the interests and activities of the GCVGNP wherever possible within the architecture of the CSGN;
- GCVGNP commits to realise the CSGN Vision within the GCVGNP area.

#### **1.4. The National Planning Framework**

Scotland's third National Planning Framework (NPF3) was published in June 2014. It sets out a long term vision for the development of Scotland.

NPF3 is the spatial expression of the Scottish Government's Economic Strategy - with a focus on supporting sustainable economic growth and the transition to a low carbon economy. NPF3 sets out the Scottish Government's ambition for Scotland as a whole, and highlights the distinctive opportunities for sustainable growth in cities and towns, rural areas and coast and islands.

NPF3 is to be taken into account in all strategic and local development plans in Scotland. Fourteen national developments across Scotland are identified to deliver the strategy.

The Central Scotland Green Network is one of the fourteen national developments identified in NPF3. The plan states:

*"Remediation of derelict land, prioritised action in disadvantaged communities and active travel (walking and cycling) should be the priorities for the CSGN Trust and others during the lifetime of NPF3".*

#### **1.5. Scottish Planning Policy**

Scottish Planning Policy (SPP) was published in June 2014. It sets out national planning policies which reflect Scottish Ministers' priorities for operation of the planning system and for the development and use of land. The SPP promotes consistency in the application of policy across Scotland whilst allowing sufficient flexibility to reflect local circumstances.

The new SPP includes a subject policy headed 'Maximising the benefits of Green Infrastructure'. It refers to NPF3's aim to significantly enhance green infrastructure networks, particularly in and around our cities and towns, and goes on to identify the policy principles for green infrastructure as:

- Planning should protect, enhance and promote green infrastructure, including open space and green networks, as an integral component of successful placemaking.
- The planning system should:



- consider green infrastructure as an integral element of places from the outset of the planning process;
- assess current and future needs and opportunities for green infrastructure to provide multiple benefits;
- facilitate the provision and long-term, integrated management of green infrastructure and prevent fragmentation; and
- provide for easy and safe access to and within green infrastructure, including core paths and other important routes, within the context of statutory access rights under the Land Reform (Scotland) Act 2003.

## **2. DELIVERING ON THE PARTNERSHIP'S REMIT**

The Partnership's remit is outlined in Paragraph 1.2, taken from the Partnership's Terms of Reference (Appendix 1). The programme plan for 2017-20 will strive to deliver tangible outputs in pursuit of the Partnership's purpose, aim and objectives.

### **2.1. Purpose: to work strategically and add-value**

Since the launch of the Partnership in 2007, the work programme of the Partnership has focussed on the development of strategies which help partners to prioritise resources where delivery of the Green Network will be most efficient, effective in soliciting additional resources and ultimately capable of realising desired outcomes. The dedicated resource which the Partnership provides allows the development of Green Network strategies and provides added value to individual partner's efforts through improved effectiveness in the targeting of limited resources. Examples of such work programme outputs are:

- Green Network Strategies
  - Clyde Gateway; Clyde Waterfront; Ravenscraig; Inverclyde; Gartloch Gartcosh
- Green Network Opportunities Mapping
  - For Clydeplan; for local authorities; for landholders

### **2.2. Aim: to develop a co-ordinated approach to delivery**

Much of the Partnership's work programme has been involved in the development of strategic plans which aim to co-ordinate delivery of a particular Green Network theme, or of the Green Network in a certain geographic area where a multi-partner approach to delivery is required. Some examples are:

- Thematic co-ordination
  - Sow and Grow Everywhere (SAGE); Sustainable Backcourts; GCV Wood Energy Study; Branching Out
- Geographic co-ordination
  - Seven Lochs Wetland Park Masterplan; V&DL Growth Corridors Study; Green Network and Climate Change Adaptation

### **2.3. Objective 1: to help deliver across the SDP area**

Since its launch the Partnership's work programme has delivered valued outputs to all partners and parts of the Clydeplan area.

Opportunities Mapping outputs for Clydeplan by default cover the whole region. The subsequent local authority Opportunities Mapping reports provided more specific information for the whole region by local authority area.

The Green Network Strategies completed to date provide specific recommendations for Green Network delivery for large parts of the region. The initial focus for the selection of these strategy locations was based on major regeneration locations and community growth areas identified in the 2006 GCV Structure Plan.

Thematic project work (e.g. SAGE; Climate Change Adaptation) has looked to interpret the opportunities for Green Network delivery associated with the particular theme across the whole region.

## **2.4. Objective 2: to champion the Green Network across the GCV region**

The Partnership has been an effective champion for the concept of a GCV Green Network and continues to work hard to maintain and progress the understanding and appreciation of the Green Network to those who can be instrumental in effecting its delivery.

The Partnership's communication and promotional work is respected by our peers. We have used monitoring and feedback processes to ensure our efforts to champion the Green Network are effective

Activities specifically resourced by the Partnership to champion the GCV Green Network have included:

- GCVGNP Launch: June 2007 – Cabinet Secretary John Swinney
- 'Seeing the Bigger Picture' Campaign: 2008 – GCVGN Video
- 'Putting You in The Picture' Campaign: 2009
- 'Adding Value' Campaign: 2010
- 'Better Places: Design & Delivery' Campaign: 2012
- 'Showcasing the GCVGNP' Campaign': 2015
- '10-year Review' Campaign: 2016

## **2.5. Objective 3: to act as a catalyst and facilitator**

The Partnership's terms of reference divide this objective into eight 'sub-objectives'. Each one of these 'sub-objectives' are preceded with **"To act as a catalyst and facilitator to help:"**

### **2.5.1. deliver a regional component of the Central Scotland Green Network (CSGN);**

The remit of the Partnership is compatible with that of the CSGN. Co-operation and liaison with the CSGNT Board and the CSGN Regional Advisory Forum through active participation of the Chair and Programme Manager in these two governance elements of the CSGN ensure that the Partnership's work to deliver the GCV Green Network means that a regional component of the CSGN is also delivered. Our mutual endeavour is now enshrined in the CSGNT/GCVGNP concordat (see paragraph 1.3).

### **2.5.2. embed the Green Network within regional and local policy;**

The Green Network is now a foundation theme in Clydeplan and is referred to in all Local Plans or LDPs. The development of the Opportunities Mapping work has been enthusiastically used by planners and policy makers and has been instrumental in assisting in the development of Green Network supplementary planning guidance. Other project work such as the Partnerships Integrated Green Infrastructure work is facilitating the change in the understanding of the role of the Green Network in providing valuable ecosystem services in the built environment and this is beginning to be reflected in regional and local policy.

### **2.5.3. develop regional partnerships for green network activity;**

The Partnership has not been instrumental in effecting the development in regional partnerships, but has been successful in forming new partnerships related to specific areas of work, for example:

- IGI Design Studies (partners included: GCC, SEPA, SG, SNH, MGSDP)
- IHN & RBMP (partners SEPA)
- Gartloch Gartcosh Green Network (partners: GCC, NLC, FCS, SNH, RSPB, TCV)

#### **2.5.4. promote a strategic approach to project development;**

Since its inception the Partnership has used the Strategic Development Plan as the strategic guide for the focus of the Partnership's work programme. For example, it was through the Structure Plan that Green Network Strategies were undertaken on the Clyde Waterfront; Clyde Gateway; Ravenscraig and Gartloch Gartcosh. More recently, spatial analysis of Green Network priorities and opportunities has identified 16 Strategic Delivery Areas, four of which now feature in the Partnerships Programme Plan. In this way the Partnership is using a strategic approach to project development for its own work programme.

The strategic projects that form part of the Partnership's work programme are promoted and disseminated to delivery partners to inform their approach to project delivery.

#### **2.5.5. secure effective and high quality long term management of the green network**

Land managers face a perennial problem to secure sufficient resources to sustain the quality of their Green Network assets. The Partnership has recognised this issue and includes 'sustaining quality' as a design element in its Integrated Green Infrastructure Approach. However, the solution to the problem is by no means easy.

The Partnership is exploring new financial mechanisms and partnerships which aim to provide a model for assisting land managers to design in financial mechanisms and management regimes which provide for the long term management of the Green Network.

#### **2.5.6. access additional resources to support green network work;**

The remit of the Partnership includes the aim 'to deliver a major improvement in the scale and quality of green network provision across the GCV city region'. Although there is some opportunity to achieve this aim through increased effective use of existing resources, the extent of the ambition of the Partnership's vision necessitates that additional resources will have to be applied to the task to achieve the aim. In a period of economic austerity this is a major challenge.

The Partnership has delivered two major studies for the CSGNT which have assessed the capital cost for delivery of the CSGN ("Costing the CSGN") and the extent of available resources to meet that capital cost ("Resourcing the CSGN"). These studies underline the scale of the task and the necessity to secure all available resources and apply them to the task.

#### **2.5.7. increase the profile of the Green Network**

Clearly the profile of the Green Network has increased since the launch of the Partnership when few people were aware of the term let alone understood what it meant. The Partnership's communications work (e.g. the 'See the Bigger Picture', 'Better Places: Design & Delivery', and the "10-year Review" campaigns) and the promotion of the outputs of the work programme (e.g. the

“Showcasing of the GCVGNP”) has had a significant effect on raising awareness and, moreover, appreciation of the value of the Green Network to the city region.

Monitoring of key stakeholders shows that the profile of the Green Network is increasing with our target audiences. However, there is an ongoing need to work to sustain and increase the profile so that those with a potential role in delivering the Green Network realise that potential.

#### **2.5.8. create a regional linkage to other greenspace initiatives**

The Partnership has been a regional link to other greenspace initiatives since its launch (e.g. greenspace scotland’s Quality of Life group; CSGNT’s Regional Advisory Forum).

The Partnership’s Executive Team also attend meetings to add value to the work of regional initiatives (e.g. North Lanarkshire’s Natural Environment Partnership). The Partnership also uses social media to stay in touch with greenspace-related activity within and beyond the region.

### 3. Delivering the Partnership's Remit

#### 3.1. Board Workshop: October 2016

A workshop was held in October 2016 for Partnership's Board to consider 'Delivering the Partnership's Remit'. The intention of the workshop was that its outputs should be reflected in the 2017–20 Business Plan.

The objective for the workshop was:

To seek the Board's input into the future work programme of the Partnership to ensure it continues to deliver its remit.

The workshop comprised of three sessions which focussed on three objectives of the Partnership's remit, and to answer the posed question:

Objective 3 a) Deliver a regional component of the CSGN;

- *What do we need to do to increase the rate and scale of Green Network delivery?*

Objective 3 d) Promote a strategic approach to project development;

- *How do we find sufficient capacity to deliver the Green Network in all SDAs and the Blueprint action plan?*

Objective 3 e) Secure effective and high quality long-term management of the Green Network.

- *If the Partnership is to engage with the long-term management problem, where should it start?*

The following conclusions were drawn from the workshop outputs:

1. Finding more capacity for project development will lead to greater delivery;
2. The economic case for, and benefits of the GN should be promoted;
3. New funding mechanisms should be investigated to facilitate project delivery;
4. There should be no diversion from taking a strategic approach to GN delivery;
5. The long-term management issues of greenspace is not a priority for the GCVGNP at this time.

##### **3.1.1. Finding more capacity for project development will lead to greater delivery.**

The Partnership should request partner organisations and others (including CSGNT) for potential secondments to the Executive Team to work as GN project development officers. Such requests should be seen as an opportunity for partner organisations to express greater corporate commitment to GN delivery. Partnership should prepare job descriptions and person specifications for this role.

##### **3.1.2. The economic case for, and benefits of the GN should be promoted.**

The economic case for, and benefits of the GN should be promoted, particularly within Scottish Government and the development industry. This is seen as part of the solution to engendering greater delivery. Discussions should be held with

CSGNT to ascertain if they should lead on developing the economic case and promotion within government, national agencies and industry.

### **3.1.3. New funding mechanisms should be investigated to facilitate project delivery.**

The Executive Team should continue to explore opportunities for funding project delivery and explore new funding mechanisms. Studies completed by the Partnership, i.e. 'Resourcing the CSGN' study, reveal funding is a shared problem across the CSGN area, and therefore this should be a shared task with the CSGNT and other organisations in the CSGN's Regional Advisory Forum.

### **3.1.4. There should be no diversion from taking a strategic approach to GN delivery.**

This should be balanced with pragmatism, and 'easier wins' for GN delivery should be taken within the 'framework' of strategic delivery. The Partnership's work to date has identified 16 Strategic Delivery Areas and the GN 'Blueprint' will identify a long list of required GN delivery and enhancement works. Within these there will be 'easier wins' which should be the focus of early delivery, while more difficult locations are being considered.

### **3.1.5. The long-term management issues of greenspace is not a priority for the GCVGNP at this time.**

The Partnership's priority should be to facilitate greater delivery, but ensure that long-term management solutions are integrated within delivery. The long-term management issue is an overarching problem for the CSGN and therefore should be considered at that scale and by all organisations with a role in seeing it delivered. Discussions should be held with CSGNT to ascertain if they should consider championing the issue. If, in the future, sufficient capacity could be found within the Executive Team then the Partnership could take a leading role on this issue as it has done on other GN issues in the past (e.g. greenspace quality, greenspace mapping).

## **3.2. An Assessment of Programme Output**

Table 4 below shows an assessment of the Partnership's work programme output to date against the Partnership's remit. It also suggests an emphasis for the work programme through to 2020.

**Table 4. An assessment of the Partnership's outputs to date against the Partnership's remit**

REMIT	Progress to date	Emphasis for Programme 2017-20
<b>Purpose:</b> work strategically / add value		Sustain
<b>Aim:</b> co-ordinated delivery		Sustain
<b>Objectives:</b>		
1. to help deliver across SDP area		Sustain
2. to champion the GN		Sustain
3. to catalyse & facilitate:		
a) a CSGN regional component		Explore ways to increase team capacity
b) embed the GN in policy		Sustain
c) develop regional partnerships		Sustain
d) strategic project development		Combine with pragmatic delivery
e) long-term management of GN		Not a current priority. Build into project delivery.

f) access to additional resources		Sustain
g) increase the profile of the GN		Sustain
h) a link to other initiatives		Sustain



## **4. PROGRAMME PLAN 2017-20**

### **4.1. GN Partnership and Programme**

The Partnership's 'Terms of Reference' is appended (Appendix 1). The Partnership will continue to pursue its remit as defined at its inception. However, the governance arrangements have been adjusted to provide political oversight and scrutiny of the Partnerships use of local authority resources. This scrutiny will be provided by the GCV Strategic Development Planning Authority Joint Committee.

Each December, the Business Plan and the annual Programme Plan and the associated budget will be presented to the GCVSDPA Joint Committee for approval of the allocation of local authority funds. A 'direction of travel' for budgets for the subsequent two years will also be presented.

The Annual Programme Plan will reflect changing demands for Green Network related project work, however it is likely that the strategic and analytical nature of the Partnerships work will continue as a valued output to individual Partner organisations. Selected geographical project work will also continue where there is a clear role for the Partnership to add value and to test out new approaches which can be replicated elsewhere.

### **4.2. Partnership Programme**

The Partnership's work programme for 2017-2020 will focus on the following areas of activity:

#### **4.2.1. Identification of the Strategic Green Network ('Blueprint')**

The Partnership will complete a spatial identification of the strategic GCV Green Network which developed with local authority partners (The GCV Green Network 'Blueprint').

An action plan for the delivery of the 'Blueprint' will be prepared. This will identify potential projects to enhance existing Green Network assets, and new assets that need to be delivered to secure the network of quality spaces that are required for the GCV Green Network.

The Partnership will work to embed the 'Blueprint' and its supporting action plan within relevant strategies and policy documents in the region.

#### **4.2.2. Strategic Delivery Areas**

The 16 Strategic Delivery Areas (SDAs) identified within Clydeplan will continue to be the focus of the Partnership's role to facilitate Green Network delivery. Project development staff capacity will be deployed to the SDAs where there is a need to bring additional capacity to act as a catalyst for project delivery.

#### **4.2.3. Providing support to Partners**

The Partnership's work programme will look to respond to requests for assistance from Partner organisations when they meet strategic priorities (either thematic or spatial) or when they provide opportunities to transfer learning to other partners.

#### **4.2.4. Strategic Analysis**

The Partnership will continue to undertake strategic analysis to support the development of policies related to the Green Network and project proposals for Green Network delivery. The strategic analysis may be in the form of interpretation of spatial datasets (such as Green Networks Opportunities mapping) or the analysis or review of delivery mechanisms and resources (such as the 'Costing the CSGN' study).

#### **4.2.5. Communications & Promotion**

The Partnership's communications should focus on delivering Green Network messages to target audiences within Scottish Government, local authorities and in the development sector.

The messages will promote the value of the GCV Green Network to individuals and organisations living and working within the region and to wider society, as well as the added value the Partnership brings to the task of realising the shared vision of the GCV Green Network.

The outcome of the communications effort should be that the Green Network is embedded in policies, strategies, plans and programmes of a wider range of agencies involved in land use management and environmental service delivery, as well as increasing requests for input to the development of the policies, strategies etc by the Partnership.

### **4.3. Finances 2017-20**

A budget to support the annual Programme Plan will be prepared and agreed with Partners in advance of the presentation of the programme Plan to the GCVSDPA Joint Committee each December.

No projection for funding is included for the financial years 2017-2020. In previous business plans projections have been based on current spending and made allowance for a notional inflation figure. With current levels of uncertainty over funding commitments from partners beyond the current year and the uncertainty of impacts of rising cost the value of projecting income from individual partners and expenditure on individual account headings is meaningless.

However, the Partnership's core team is working on a minimum budget of £210k/annum if it continues to remain in its current form. If income from funding partners remains at this level and can allow for rising costs of staff and office accommodation and facilities then budgetary expenditure will follow a similar breakdown to 2017/18.

### **4.4. Partnership Reserves**

In November 2011 the Board agreed to a plan to reduce Partnership reserves to £50k, which is deemed to be the necessary level of reserves for the Partnership. The Board agreed to reduce the Partnership's reserves to £50k by the end of 2016/17. This has been achieved and reserves will sit at £42,300 entering 2017/18.

## **APPENDICES**

### **Appendix 1. Terms of Reference**

#### **GLASGOW AND CLYDE VALLEY GREEN NETWORK PARTNERSHIP TERMS OF REFERENCE**

##### **1. INTRODUCTION**

- 1.1 The purpose of these Terms of Reference is to set down the nature and structure of the Glasgow and Clyde Valley Green Network Partnership (the Partnership), its remit, governance and funding arrangements.

##### **2. REMIT**

- 2.1 The purpose of the Partnership is to work strategically to add value to the work of those organisations already acting to deliver green networks within the Glasgow and Clyde Valley (GCV) region.

- 2.2 The aim of the Partnership's work is to develop a co-ordinated approach that will deliver a major improvement in the scale and quality of green network provision across the GCV city region. The Partnership's work is designed to facilitate delivery of improvements to the physical environment of the region in a way and on a scale that would not otherwise be achieved.

- 2.3 Specific objectives of the Partnership are:

- to help deliver the Green Network across the Strategic Development Plan area;
- to champion green network activity across the GCV region;
- to act as a catalyst and facilitator to help:
  - deliver a regional component of the Central Scotland Green Network (CSGN);
  - embed the Green Network within regional and local policy;
  - develop regional partnerships for green network activity;
  - promote a strategic approach to project development;
  - secure effective and high quality long term management of the green network
  - access additional resources to support green network work;
  - increase the profile of the Green Network; and
  - create a regional linkage to other greenspace initiatives.

##### **3. GOVERNANCE AND ORGANISATIONAL STRUCTURE**

- 3.1 The Glasgow and Clyde Valley Strategic Development Planning Authority (GCVSDPA) Joint Committee will act for its constituent local authorities (referred to in Section 4) to agree local authority funding in support of the Partnership's Business Plan.

- 3.2 No later than Thirty-first December in each year the Programme Manager will present the Partnership's Business Plan and revenue estimates to the GCVSDPA Joint Committee for approval, in respect of the Local Authority contributions.

- 3.3 The financial year end position for the Partnership will be incorporated within the annual accounts of the GCVSDPA.

- 3.4 A report for information of the Partnership's progress against Business Plan targets will be presented at least annually to the GCVSDPA Joint Committee.

#### **4. THE PARTNERS**

4.1 The Partnership will comprise the following organisations, all of which have statutory responsibility for the ownership, development, management and/or use of green and open space, or as an agency have an interest in the ecosystem services green networks can provide. The Partners represent the existing key greenspace area teams or programmes which are vital to the delivery of the GCV Green Network:

- Clydeplan
- East Dunbartonshire Council
- East Renfrewshire Council
- Forestry Commission Scotland
- Glasgow Centre for Population Health
- Glasgow City Council
- Inverclyde Council
- North Lanarkshire Council
- Renfrewshire Council
- Scottish Enterprise
- Scottish Environment Protection Agency
- Scottish Natural Heritage
- South Lanarkshire Council
- West Dunbartonshire Council

4.2 As the Partnership develops and evolves it may be appropriate for the Board to invite other organisations to join the Partnership.

4.3 The Partners will drive the development of the Partnership's work at a strategic level and will play an important role in helping to secure resources and align programmes of action for green network activity. The Partners will also have an important role in the delivery of aspects of the Green Network.

#### **5. PARTNERSHIP BOARD**

5.1 The Partnership Board ("the Board") will have responsibility for overall strategic direction and development of the work of the Partnership.

5.2 The Board will comprise of one senior officer from each of the Partner organisations. It is expected that the nominated officer will attend all Board meetings, although a substitute may attend should absence of the nominated officer be unavoidable. Board members (and substitutes) representing local authorities should be nominated by an Executive Director of the appropriate local authority department.

5.3 The Chair of the Board will be the GCVSDPA Manager. The Vice Chair of the Board will be the GCVSDPA Assistant Manager. In the event that the Chair or Vice Chair is unable to attend a meeting, those Board members present may elect their own Chair for that meeting.

5.4 The Board will meet as required and at least quarterly to receive reports and review progress. The Board will also monitor the Partnership's financial position. Once a year the Board will review the overall strategic direction of the work of the Partnership and propose the budgets and required contributions from the Partners for approval by the GCVSDPA Joint Committee, as detailed in section 3.2.

5.5 The Quorum for Board meetings will be one third of the membership of the Board, including the Chair (or Vice Chair).

5.6 Meetings of the Board will be held at a central Glasgow location unless otherwise agreed.

5.7 All meetings of the Board will be minuted.

## **6. EXECUTIVE TEAM**

- 6.1 A small executive team will be recruited to manage the development and delivery of the Programme on behalf of the Strategic Partners. The executive team will be led by a Programme Manager.
- 6.2 The Programme Manager will be recruited by a Panel of Board members as agreed by the Board. The recruitment of any Executive Team members will be carried out by the Programme Manager.
- 6.3 Additional members of staff, out with the Executive Team, may be recruited as the Programme progresses, in accordance with the Business Plan and in line with processes of the Administering Partner.
- 6.4 The line management and performance appraisal of the Programme Manager will be provided by the GCVSDPA Manager.

## **7. FINANCIAL & ADMINISTERING ARRANGEMENTS**

- 7.1 Procedures for the administration of finance will be the financial regulations, codes and contract standing orders of the GCVSDPA Joint Committee.
- 7.2 In the event of the Partnership being terminated the incorporated Local Authorities of the GCVSDPA Joint Committee shall meet all costs, expenses and outgoings whatsoever reasonably incurred by the Administering Partner as a result of the termination of the Partnership. Further the GCVSDPA Joint Committee shall allocate any assets which the Partnership may have amongst the local authorities on the recommendation of the Board.
- 7.3 The Partnership will retain sufficient financial reserves in its accounts to offset any liabilities of the Partnership.
- 7.4 Partners will be required to give one year's written notice to the GCVSDPA Joint Committee of their intention to withdraw from the Partnership. Partners will continue to be liable for any financial contribution or other commitments until their membership is terminated.

## **8. BUSINESS PLAN**

- 8.1 Development and delivery of the Partnership's work will be managed within the framework provided by the Business Plan. This Plan will be prepared by the Programme Manager in consultation with Partners and presented to the Board no later than Thirty-first December in each year for consideration and approval.
- 8.2 Progress will be monitored by the Board on a quarterly basis through reference to outputs identified in the current Business Plan. The Programme Manager will be responsible for preparing a quarterly progress report to the Board.

## **9. REVIEW**

- 9.1 The Terms of Reference may be reviewed and amended at any time with the agreement of all Partners.

## Appendix 2. Financial Projections

### Programme Management Budget 2017- 18

	2016/17		2017/18
	Budget	Projection	Budget
<b>Income</b>			
East Dunbartonshire	5,589	5,589	5,589
East Renfrewshire	4,758	4,758	4,758
Glasgow City	31,019	31,019	31,019
Inverclyde	4,322	4,322	4,322
North Lanarkshire	17,306	17,306	17,306
Renfrewshire	9,040	9,040	9,040
South Lanarkshire	16,497	16,497	16,497
West Dunbartonshire	4,855	4,855	4,855
<b>Total Local Authority Income</b>	<b>93,386</b>	<b>93,386</b>	<b>93,386</b>
SNH	37,354	33,619	33,619
Forestry Commission Scotland	37,354	32,955	33,619
Glasgow Centre for Population Health	14,008	14,008	14,008
SEPA	4,669	4,669	4,669
<b>Total Other Partners</b>	<b>93,385</b>	<b>85,251</b>	<b>85,915</b>
Project Income (Central Scotland GN)	23,230	23,230	30,699
<b>Total Income</b>	<b>210,001</b>	<b>201,867</b>	<b>210,000</b>
<b>Expenditure</b>			
<b>Employee Costs</b>			
Salaries	131,705	111,947	117,300
Superannuation	22,324	21,341	22,300
National Insurance	10,694	11,133	12,300
Travel, Accommodation & Subsistence	1,320	976	1,300
Training	500	200	500
<b>Total Employee Costs</b>	<b>166,543</b>	<b>145,596</b>	<b>153,700</b>
<b>Property Costs</b>			
Rent/Rates/Electricity	21,000	21,806	21,000
Contract Cleaning	900	1,210	900
<b>Total Property Costs</b>	<b>21,900</b>	<b>23,016</b>	<b>21,900</b>
<b>Supplies &amp; Services</b>			
Office Setup	100	154	100
IT/LAN Hardware	200	100	200
IT Software & Support	3,600	3,520	3,600
Marketing	8,000	8,168	8,000
<b>Total Supplies &amp; Services</b>	<b>11,900</b>	<b>11,942</b>	<b>11,900</b>
<b>Administration Costs</b>			
Internal Copying	0	0	2,100
Stationery & Consumables	2,560	3,087	500
Postage	460	343	500
Telephones	840	720	800
Conferences & Courses	500	300	500
Books & Publications	0	20	0
Finance & Administration Services	5,200	16,750	18,000
<b>Total Administration Costs</b>	<b>9,560</b>	<b>21,220</b>	<b>22,400</b>
<b>Payments to Other Bodies</b>			
Hospitality	97	93	100
<b>Total Payments to Other Bodies</b>	<b>97</b>	<b>93</b>	<b>100</b>
<b>Total Expenditure</b>	<b>210,000</b>	<b>201,867</b>	<b>210,000</b>
<b>Net Surplus/(Deficit)</b>	<b>1</b>	<b>(0)</b>	<b>0</b>
<b>Revenue Reserves</b>			
Balance as at 1 April	42,300	42,300	42,300
Drawdown in Year	0	(0)	0
<b>Balance as at 31 March</b>	<b>42,300</b>	<b>42,300</b>	<b>42,300</b>

## Budget Assumptions

### General

1. The Programme Management budget for the Green Network Partnership represents cash resources under direct management and control of the GCV Green Network Partnership Board.

### Green Network Partnership

#### ***Programme Management Budget Income***

2. The budget assumes that local authorities and partner agencies commit to funding contributions as identified through to the end of financial year 2017/18.
3. The financial contributions shown do not include any valuation of time by Board members or other in-kind support for management and administration of the GN Partnership.

#### ***Programme Management Budget Expenditure***

4. The budget assumes that Executive Team costs remain similar through to March 2018. No allowance has been made for increases in office and administration costs.
5. Salary, superannuation and National Insurance costs for 2017/18 assume that:
  - No staff will leave during the year,
  - Pay award of 1% applicable from 1st April,
  - Communications Officer works part-time until September (0.6 FTE) and thereafter part-time at 0.8 FTE,
  - No overtime,
  - No staff will be promoted or receive an upgrade, and
  - Administrative Support is provided by Glasgow & the Clyde Plan Strategic Development Planning Authority.
6. Office accommodation and services costs calculated as 25% of total Clydeplan Strategic Development Planning Authority costs.





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

**To:** Joint Committee

**On:** 12 December 2016

---

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

---

**Heading:** Revenue Budget Monitoring Report to 11<sup>th</sup> November 2016

---

**1. Summary**

- 1.1 Gross Expenditure is £3,000 under budget and income is £9,000 over-recovered resulting in a net underspend of £12,000. This is summarised in point 4.
- 

**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 £12,000</b> |
| <i>Previously Reported</i>  | <i>Net Underspend £9,000</i>  |

The £12,000 net underspend at this stage in the financial year is mainly due to an over-recovery in income from services provided to external bodies, with minor variances 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 £18,000 against a budgeted break even position due to the full year impact of the budget variances outlined in paragraph 4.1. It should be noted that should any expenditure be required over the course of the year to progress the next Strategic Development Plan then this will be funded in the first instance from this underspend rather than a draw down from earmarked reserves.

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RENFREWSHIRE COUNCIL  
REVENUE BUDGET MONITORING STATEMENT 2016/17  
1st April 2016 to 11th November 2016

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	231	229	0	229	2	0.9%	underspend
Property Costs	68	53	36	15	51	2	3.8%	underspend
Supplies & Services	43	22	18	5	23	(1)	-4.5%	overspend
Contractors and Others	9	3	3	0	3	0	0.0%	breakeven
Transport & Plant Costs	0	0	0	0	0	0	0.0%	breakeven
Administration Costs	42	13	12	1	13	0	0.0%	breakeven
Payments to Other Bodies	7	1	1	0	1	0	0.0%	breakeven
<b>GROSS EXPENDITURE</b>	<b>588</b>	<b>323</b>	<b>299</b>	<b>21</b>	<b>320</b>	<b>3</b>	<b>0.9%</b>	<b>underspend</b>
Contributions from Local Authorities	(580)	(580)	(305)	(275)	(580)	0	0.0%	breakeven
Other Income	(8)	(3)	(7)	(5)	(12)	9	289.6%	over-recovery
<b>INCOME</b>	<b>(588)</b>	<b>(583)</b>	<b>(312)</b>	<b>(280)</b>	<b>(592)</b>	<b>9</b>	<b>1.5%</b>	<b>over-recovery</b>
<b>TRANSFER (TO)/FROM RESERVES</b>	<b>0</b>	<b>(260)</b>	<b>(13)</b>	<b>(259)</b>	<b>(272)</b>	<b>12</b>	<b>4.6%</b>	<b>over-recovery</b>

£000's

12
18

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

Opening Reserves	(258)
Projected Increase in Reserves	(18)
Projected Closing Reserves	(276)



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

**To:** Joint Committee

**On:** 12 December 2016

---

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

---

**Heading:** Corporate Purchasing Card Expenditure to 11<sup>th</sup> November 2016

---

**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 20<sup>th</sup> August 2016 to 11<sup>th</sup> November 2016 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 20<sup>th</sup> August 2016 to 11<sup>th</sup> November 2016 a total sum of £1,588.21 was expended by Corporate Procurement Card. £392.48 related to operational supplies and services, with £1,195.73 being spent on travel and subsistence and conferences and courses for Core Team employees. Details can be found in the table below.
-



<b>CPC Expenditure for the Period 20th August 2016 to 11th November 2016</b>			
	Travel & Subsistence	Conferences & Courses	Total
SDP Manager	£262.75	£240.00	£502.75
Assistant SDP Manager	£41.15	£90.00	£131.15
Planning Analyst	£29.80		£29.80
Strategic Planner	£204.03		£204.03
Conference		£328.00	£328.00
<b>Total</b>	<b>£537.73</b>	<b>£658.00</b>	<b>£1,195.73</b>





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

**To:** Joint Committee

**On:** 12 December 2016

---

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

---

**Heading:** Revenue Estimates 2017/18

---

**1. Summary**

- 1.1 The following report has been prepared by the Treasurer, in consultation with the Strategic Development Plan Manager, to present the Revenue Estimates of the Glasgow and the Clyde Valley Strategic Development Plan Authority, including the requisition of the constituent authorities, for financial year 2017/18.
- 

**2. Recommendations**

- 2.1 It is recommended that Members:-

- agree the revenue estimates for financial year 2017/18 and the related requisitions of the constituent authorities, and
  - agree 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.
- 

**3. Background**

- 3.1 A Scottish Government review of the planning system is currently ongoing. In September 2015, an independent panel was appointed by Scottish Ministers to review the Scottish planning system with a report “Empowering Planning to Deliver Great Places” published on 31 May 2016. The report contained 48 recommendations designed to rationalise, improve and modernise the planning system.
- 3.2 One of the recommendations was that a national infrastructure agency or working group with statutory powers should be established involving all

infrastructure providers as well as planning representatives. The Scottish Government is now identifying options for re-purposed strategic development planning authorities and aims to consult on a white paper in autumn/winter 2016, enabling a planning bill to be brought forward in 2017. This leaves a level of uncertainty over the long term future of Clydeplan.

- 3.3 It is also recognised that over the medium term, local government in Scotland is likely to face a further contraction in available resources, relating predominately to the provision of revenue grant from the Scottish Government. In this context it is recognised that this is likely to have a consequential impact of the level of requisition funding available to the Strategic Development Planning Authority.
- 3.4 At present the local government grant settlement position for 2017/18 is not expected to be made available by the Scottish Government until January 2017. The Scottish Government has indicated that the settlement figures will be for a single year only. In this context and recognising the uncertainty over the level of financial contraction which local government is likely to face over the medium term, no indicative budget figures are provided for 2018/19.
- 3.5 The Local Authority contribution has now been held at £72,438 per member for the last 5 financial years (2012/13 to 2016/17). This level of requisition ensures the financial and operational sustainability of the organisation while also maintaining reserves at a level which could contain the short term impact of any unforeseen risks and events and facilitate the cyclical requirements of producing the Strategic Development Plan.
- 3.6 The Joint Committee has also reduced general reserves to a level considered more commensurate with the potential risks associated with ongoing service delivery and more in line with the levels recommended by Audit Scotland. £240,000 (£30,000 per authority) was reimbursed to members over the course of financial years 2014/15 and 2015/16, resulting in a balance of £66,000 on General Reserves entering financial year 2016/17.

#### **4. Budget Assumptions**

- 4.1 The budget has been constructed on the basis of a fundamental examination of the core operations of the Glasgow and the Clyde Valley Strategic Development Plan Authority, and is based on the following assumptions:
- inflation on employee costs is estimated at 1.0% per annum for 2017/18;
  - no inflation adjustment to all non-pay expenditure lines;
  - adjustments to budget lines to reflect operational experience and historic trends; and
  - overall requisitions are held at 2016/17 levels.

## **5. Financial Overview**

- 5.1 Clydeplan's current operational methods, structure and long term financial arrangements are under continuous review by the Strategic Development Manager and the Treasurer and considerable efforts have been made to meet the financial challenges facing both the organisation and its requisitioning authorities over the medium term.
  - 5.2 The outlook in the medium term is characterised by uncertainty. Single year settlements together with enhanced powers for Scotland under the Scotland Act 2016 and the Brexit vote all contribute to the climate of uncertainty.
  - 5.3 While the exact impact of these issues, together within the ongoing review of planning, cannot be forecast with certainty, there is a general consensus that prospects for economic growth have deteriorated, placing further pressure on public spending. Estimates of potential cuts to the 2017/18 local government settlement vary across Scotland, however they are broadly in the 3-5% range. Clydeplan will continue to be mindful of the financial pressures member authorities face and will work with them to address these challenges.
  - 5.4 The requisition income available to the Glasgow and the Clyde Valley Strategic Development Plan Authority has therefore been modelled on the previous planning assumption of no increase or decrease in requisition for 2017/18, with the remaining reserves balance being used to protect against any unforeseen costs or financial risks which may arise in the future.
  - 5.5 The audited accounts for the year ended 31 March 2016 indicate that the level of reserves is £258,488. Of these reserves, £192,486 is earmarked for specific purposes, with £66,002 held in General Reserves. It is anticipated that the level of earmarked reserves will ensure that the Authority's statutory mandate is achieved and that the impact of the increased workload experienced at certain periods over the five year cyclical production of the Strategic Development Plan can be resourced.
  - 5.6 During financial year 2015/16 an exercise was undertaken to review operating costs for potential savings which included consideration of the lease on the property at 125 West Regent Street in Glasgow which was due to expire in October 2016. An alternative location could not be secured therefore the lease was extended for a further term of 3 years with a tenant only ability to terminate the extended lease at the end of the first year.
  - 5.7 Given the ongoing review of the planning system and the current financial climate, operational costs will remain under review and any savings which may arise will be brought forward to a future meeting. The level of reserves will also remain under review and any proposed draw on reserves (general and earmarked) will be reported as appropriate to the Joint Committee.
-



**Estimates of Expenditure and Income for the Year Ended 31st March 2018**  
**Glasgow & Clyde Valley Strategic Development Planning Authority**

**OVERVIEW**

	Approved 2016/17	Probable 2016/17	Recommended 2017/18
<b>Expenditure</b>			
Employee Costs	418,800	414,100	430,000
Property Costs	67,500	65,300	67,500
Supplies and Services	43,300	39,000	43,300
Consultants	9,000	9,000	9,000
Administration	41,800	42,200	41,800
PTOB	7,100	7,000	7,100
<b>Total Expenditure</b>	<b>587,500</b>	<b>576,600</b>	<b>598,700</b>
<b>Income</b>			
Requisition	579,500	579,500	579,500
Other Income	8,000	14,900	19,200
<b>Total Income</b>	<b>587,500</b>	<b>594,400</b>	<b>598,700</b>
<b>NET EXPENDITURE/(INCOME)</b>	<b>-</b>	<b>(17,800)</b>	<b>-</b>
<b>Application of Balances</b>			
Earmarked Reserves	192,486	192,486	192,486
General Reserves	66,002	83,802	83,802
<b>TOTAL Balance Brought Forward</b>	<b>258,488</b>	<b>276,288</b>	<b>276,288</b>
Contribution to/ (Application of) Earmarked Reserves	-	-	-
<b>Surplus Carried Forward</b>	<b>258,488</b>	<b>276,288</b>	<b>276,288</b>
<b>Contribution per Authority</b>	<b>72,438</b>	<b>72,438</b>	<b>72,438</b>
<b>Reduction in Requisition</b>			<b>0%</b>
<b>General Reserves as % of gross revenue spend</b>	<b>11%</b>	<b>15%</b>	<b>14%</b>

<b>Earmarked Reserves:-</b>			
Strategic Development Plan Contingency Fund	192,486	192,486	192,486
Contribution to/from earmarked reserves	-	-	-
<b>TOTAL Earmarked Reserves</b>	<b>192,486</b>	<b>192,486</b>	<b>192,486</b>
<b>General Reserves:-</b>			
General Reserves	66,002	66,002	83,802
Less: anticipated underspend in 2016-17	-	17,800	-
<b>Net General Reserves available at 31.03.17</b>	<b>66,002</b>	<b>83,802</b>	<b>83,802</b>
<b>TOTAL Reserves Carried Forward</b>	<b>258,488</b>	<b>276,288</b>	<b>276,288</b>

**Estimates of Expenditure and Income for the Year Ended 31st March 2018**  
**Glasgow & Clyde Valley Strategic Development Planning Authority**  
**Requisition Payable by Member Councils**

		2017/2018 £	Requisition Payment	
			£ 1st Half	£ 2nd Half
CITY OF GLASGOW COUNCIL	12.5%	72,437.50	36,218.75	36,218.75
NORTH LANARKSHIRE COUNCIL	12.5%	72,437.50	36,218.75	36,218.75
SOUTH LANARKSHIRE COUNCIL	12.5%	72,437.50	36,218.75	36,218.75
EAST DUNBARTONSHIRE	12.5%	72,437.50	36,218.75	36,218.75
WEST DUNBARTONSHIRE	12.5%	72,437.50	36,218.75	36,218.75
EAST RENFREWSHIRE	12.5%	72,437.50	36,218.75	36,218.75
INVERCLYDE	12.5%	72,437.50	36,218.75	36,218.75
RENFREWSHIRE	12.5%	72,437.50	36,218.75	36,218.75
		579,500.00	Due Dates	
			17-Apr-17	11-Sep-17

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

**To:** Joint Committee

**On:** 12 December 2016

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**Report by:** The Treasurer

---

**Heading:** Revised Financial Regulations

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**1. Summary**

- 1.1 A comprehensive and up to date set of Financial Regulations is a key element of corporate governance, as they provide a framework for good financial management.
  - 1.2 This revision of the financial regulations has been undertaken in response to a recommendation by Audit Scotland in the “Annual Audit Report to Members and the Controller of Audit” issued with the Annual Accounts for financial year 2015/16.
  - 1.3 The action plan recommended that the Financial Regulations be amended to reflect the changes to the process of approving the accounts as introduced by the Local Authority Accounts (Scotland) Regulations 2014. The financial regulations have been updated to reflect the new statutory requirements to mitigate the risk that under the previously approved version in December 2013 it was not clear who is responsible for meeting the new arrangements. Paragraph 6.3 had been amended accordingly.
  - 1.4 The section on Internal Audit has also been updated to reflect the requirement that the Internal Audit Service will conduct its work in line with the Public Sector Internal Audit Standards and the Internal Audit Charter of the Member Authority. Section 8 has been amended accordingly.
  - 1.5 The updated Financial Regulations are appended to this report as Appendix 1.
-

## 2 **Recommendations**

2.1 Members are asked to approve the revised Financial Regulations.



**GLASGOW AND THE CLYDE VALLEY  
STRATEGIC DEVELOPMENT PLANNING AUTHORITY  
FINANCIAL REGULATIONS**

**December 2016**

## **FINANCIAL REGULATIONS**

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## **FINANCIAL REGULATIONS**

### **1. FINANCIAL ADMINISTRATION**

- 1.1 Subject to the Minute of Agreement of the Joint Committee, the Joint Committee of Member Authorities shall be responsible for regulating and controlling the finances of the Glasgow and Clyde Valley Strategic Development Planning Authority and the Glasgow and Clyde Valley Green Network Partnership.
- 1.2 The Treasurer shall be responsible under the general direction of the Joint Committee for the proper administration of the Planning Authority's financial affairs.
- 1.3 The Treasurer shall report to the Joint Committee with respect to the level of financial resources proposed to be utilised in each financial year, and shall keep the Joint Committee informed as to the detailed administration and application of such resources.
- 1.4 The Planning Authority shall at all times endeavour to secure the best value for the money it spends and shall encourage the use of best management techniques and financial practice. The Strategic Development Plan Manager should ensure at all times that he endeavours to secure the best value for expenditures incurred with the objective of achieving the policies of the Joint Committee at the minimum costs.
- 1.5 The Glasgow and Clyde Valley Strategic Development Planning Authority and the Glasgow and Clyde Valley Green Network Partnership and all Officials shall observe the Financial Regulations in relation to expenditure, income, etc. falling within its sphere of responsibility.
- 1.6 Where any Officer becomes aware of any actual or potential non-compliance with laws and regulations which could have a material effect on the operations of the Planning Authority and therefore on its financial position, it shall be the duty of that Officer to report to the Joint Committee as soon as possible.

### **2. FINANCIAL PLANNING AND REVENUE ESTIMATES**

- 2.1 The detailed form of the Revenue Estimates shall be determined by the Treasurer.
- 2.2 Each year the Treasurer shall prepare Estimates of income and expenditure on revenue accounts for the next three financial years and for this purpose the Strategic Development Plan Manager shall furnish the Treasurer timeously with all information required.
- 2.3 Revenue Estimates shall be passed to the Joint Committee, not later than 31 December for the year from 1 April following, for detailed decisions in relation to existing levels of net expenditure and proposals in respect of alterations to that level of net expenditure and the related contributions from each Member Authority.

- 2.4 The Joint Committee shall consider the Revenue Estimates, revise them as necessary, approve them as so revised, authorise the expenditure contained therein and determine the contribution by Member Authorities.
- 2.5 Subject to Financial Regulations (Emergencies) and Standing Orders Relating to Contracts the approval of the Revenue Estimates shall give authority to the Strategic Development Plan Manager to incur expenditure contained therein except to the extent to which the Joint Committee shall have placed a reservation on any item. Expenditure on such an item may be incurred only when and to the extent that such reservation has been removed.

### **3. CONTROL OF REVENUE EXPENDITURE**

- 3.1 The Joint Committee shall monitor and regulate its financial performance during the currency of each year.
- 3.2 Subject to Financial Regulations (Emergencies) no expenditure may be incurred for an individual revenue project estimated to cost above £10,000 unless and until it has been the subject of a report to the Joint Committee by the Strategic Development Plan Manager concerned as to the estimated annual expenditure and income which will arise from the project. The report shall include a reference to the extent to which the project has been included in the Revenue Estimates for that and the next two years and shall seek permission to accept a tender, where appropriate.
- 3.3 Subject to Financial Regulations (Emergencies) the Strategic Development Plan Manager shall not incur expenditure or effect a reduction in income unless provided for in the Revenue Estimates until a report on such has been submitted to the Joint Committee.
- 3.4 It shall be the duty of the Strategic Development Plan Manager, in consultation with the Treasurer, to provide an estimate of the net expenditure to be incurred in each accounting period for each budget line in the approved Revenue Estimates in accordance with the timescales established by the Treasurer for the provision of such information.
- 3.5 The Treasurer shall furnish the Strategic Development Plan Manager with periodic budget monitoring statements and such other information which is appropriate for the purpose of effecting a valid comparison with the approved budget of the Joint Committee. It shall be the responsibility of the Strategic Development Plan Manager to provide to the Treasurer promptly any explanations regarding significant variances and to ensure insofar as it is within the Strategic Development Plan Manager's power to do so that the Revenue Estimates are not overspent and that the net expenditure of the Planning Authority conforms to the requirements of the Financial Regulations.

3.6 Where the Strategic Development Plan Manager considers that any item on the report will not be contained within the available revenue budget, they shall report promptly to the Treasurer, who will report to the Joint Committee detailing the financial consequences.

3.7 The Strategic Development Plan Manager shall manage the revenue budgets on a bottom line basis subject to paragraph 3.8 below and shall be authorised to take any remedial action necessary to avoid an overspend in the year of account but with the proviso that any action requiring a change to policy will require the prior approval of the Joint Committee.

3.8 Virement between approved budget lines shall be permitted only in the following circumstances:

3.8.1 The transfer of resources is within the remit of the Planning Authority.

3.8.2	Amount	Approval Required
	Up to £5,000	Manager
	£5,001 -£10,000	Manager and Treasurer
	Over £10,000	Joint Committee

3.8.3 Where a net saving could be achieved by overspending under one head of expenditure, a transfer may be made from a head of expenditure which is in surplus provided approval as in paragraph 3.8.2 above has been obtained.

3.8.4 There shall be no limit to the number of applications for virement on any budget line in any financial year.

#### 4. GENERAL

4.1 Where the Planning Authority proposes a new operational policy, a variation of existing policy or a variation of the means or timescale of implementing existing policy which affects or may affect its finances, a report shall be submitted to the Joint Committee.

4.2 It shall be the duty of the Strategic Development Plan Manager and Treasurer to ensure that no expenditure is incurred unless it is within the delegated authority of the Planning Authority. In cases of doubt, the Strategic Development Plan Manager must consult the Clerk to the Committee before incurring expenditure.

#### 5. EMERGENCIES

5.1 Where financial provision has not been made in the Revenue Budgets, nothing in these Financial Regulations shall prevent the Strategic Development Plan Manager from incurring expenditure which is essential to meet any immediate needs arising within the

operational remit of the Planning Authority subject to such action having been approved by the Joint Committee. Where it is not practicable for action to be deferred pending Committee approval the Strategic Development Plan Manager may incur such expenditure, subject to consultation with and the agreement of the Convener, failing whom the Vice Convener and either the Clerk or Treasurer to the Joint Committee.

- 5.1.1 In all cases where the Joint Committee has not approved such expenditure, a report must be made as soon as possible following the incurring of such expenditure and thereafter to the Joint Committee.

## **6. ACCOUNTING**

- 6.1 All accounting procedures and records of the Planning Authority and its Officers shall be determined by the Treasurer and all accounts and accounting records of the Planning Authority shall be compiled by the Treasurer.
- 6.2 The following principles shall be observed in the allocation of accounting duties:
  - 6.2.1 The duties of providing information regarding sums due to or from the Planning Authority and of calculating, checking and recording these sums shall be separated as completely as possible from the duty of collecting or disbursing them;
  - 6.2.2 Officers charged with the duty of examining and checking the accounts of cash transactions shall not themselves be engaged in any of these transactions.
- 6.3 The Treasurer shall prepare the Annual Accounts in accordance with proper accounting practice and shall pass said Annual Accounts to the Joint Committee's appointed Auditors no later than 30 June following. The Treasurer shall report to the Planning Authority no later than 30 September following on its financial performance for the year to 31 March. The audited accounts will then be submitted to the Joint Committee for approval in line with the Local Authority Accounts (Scotland) Regulations 2014, after completion of the audit.
- 6.4 The Strategic Development Plan Manager shall by dates specified by the Treasurer provide any information necessary for the closure of the Accounts.
- 6.5 The Treasurer shall, as soon as practicable after receipt, report to the Joint Committee the details of any report made by the appointed Auditor and said Committee shall determine what further information and action is needed in relation to matters reported on by the Auditor.
- 6.6 The Treasurer shall make appropriate arrangements in consultation with the Clerk to the Committee for the public inspection of the Planning Authority's Accounts.



## **7. PETTY CASH**

- 7.1 The instructions on operation of Petty Cash Imprest issued by the Treasurer shall be complied with.

## **8. INTERNAL AUDIT**

- 8.1 The Planning Authority shall be subject to a continuous Internal Audit undertaken by the Internal Audit Section of the Member Authority by whom the Treasurer is employed. The Chief Auditor reports to the Treasurer who has overall responsibility for Internal Audit. The Chief Auditor has individual responsibility for how all Internal Audit activity is carried out and how findings are reported. The Internal Audit Service will conduct its work in line with the Public Sector Internal Audit Standards and the Internal Audit Charter of the Member Authority.
- 8.2 For the purposes of the Internal Audit function at GCVSDPA:
- the 'board' refers to the Joint Committee;
  - 'senior management' is defined as the Strategic Development Plan Manager; and
  - 'Chief Audit Executive' refers to the Chief Auditor of the Member Authority.
- 8.3 The internal audit activity will have free and unrestricted access to the Committee. The Chief Auditor will communicate and interact directly with the Committee, including in Committee meetings and between Committee meetings as appropriate. The Chief Auditor may report direct to the Strategic Development Plan Manager, Committee members or the Member Authority regarding any matters of concern that could place the Committee or the Member Authority in a position where the risks it faces are unacceptable or the independence of Internal Audit is under threat.
- 8.4 The Internal Audit Section shall have authority on production of identification to:
- 8.4.1 Enter at any time all Planning Authority offices, establishments, or land;
- 8.4.2 Have access to all records, computer files, documents and other correspondence relating to any financial and other transactions of the Committee;
- 8.4.3 Require and receive such explanations as are necessary concerning any matter under examination;
- 8.4.4 Require any employee of the Planning Authority to produce cash, stores or any other property under their control;
- 8.4.5 Recommend changes to documentation and procedures, as appropriate;

8.4.6 The Internal Audit Section shall be authorised to engage the services of a professional person such as a civil engineer or quantity surveyor from appropriate member Authority Departments or independently to assist in the examination of contracts under review or investigation and such assistance shall be given promptly;

8.5 Whenever any matter arises which involves or is thought to involve irregularity concerning cash, stores or other property of the Planning Authority or any suspected irregularity in the exercise of the functions of the Planning Authority the Strategic Development Plan Manager shall forthwith notify the Treasurer. Such irregularities shall be dealt with in accordance with defalcation procedures of the Member Authority by whom the Treasurer is employed.

## **9. TAX MANAGEMENT**

9.1 The Treasurer shall be responsible for the taxation procedures of the Planning Authority. The Treasurer will take all reasonable steps in accordance with the Financial Regulations of the Member Authority by whom he is employed to ensure that the tax liabilities and obligations are properly reported and accounted for and will ensure the avoidance of any losses arising there from.

9.2 The Treasurer will ensure in carrying out such responsibilities that Planning Authority staff involved have an appropriate level of financial awareness in processing transactions involving elements of tax and that any significant changes in the Planning Authority's tax affairs will be reported to the Joint Committee.

## **10. BANKING ARRANGEMENTS, CHEQUES, BACS AND CHAPS**

10.1 Banking Arrangements for the Planning Authority will be supervised by the Treasurer with regard to the Financial Regulations of the Member Authority by whom he is employed. Any transactions involving the Planning Authority will be carried out in accordance with the above mentioned Financial Regulations.

## **11. TREASURY MANAGEMENT**

11.1 The treasury management activities of the Planning Authority will be managed by the Treasury Management Section of the Member Authority by whom the Treasurer is employed. Any arrangements made with regard to the treasury management activities of the Planning Authority will be subject to the Financial Regulations of above mentioned Member Authority.

11.2 Leasing agreements should only be entered into after consultation and the prior approval of the Treasurer and the Clerk to the Committee

## **12. INCOME**

- 12.1 The Planning Authority shall determine the rate of charge for goods or services supplied by it to the public and external organisations.
- 12.1.1 The Strategic Development Plan Manager shall periodically review the charges for goods or services provided by the Planning Authority and shall submit proposals thereof for the consideration of the Joint Committee.
- 12.1.2 In order to preserve the real value of such income, increases recommended to the Joint Committee shall have regard to the current rate of inflation and shall reflect the impact of any change in the rate of value added tax.
- 12.2 The Planning Authority shall follow any procedures laid down by the Treasurer to ensure the proper recording of all monies due to the Planning Authority and for the proper collection, custody, control and banking of all cash collected through the activities of the Planning Authority.
- 12.3 All receipt forms, books, tickets and other such items shall be in a form approved by the Treasurer who shall be satisfied as to the arrangements for the ordering, supply and control by the Planning Authority. It will be a requirement that all such records, forms etc. aforementioned shall be retained by the Planning Authority for a period of five years plus current or other such period as approved by the Treasurer.
- 12.4 All monies received by the Planning Authority shall be deposited promptly with the Treasurer or the Bankers of the Member Authority by whom the Treasurer is employed in accordance with arrangements made by that Member Authority. All income must be banked intact without any deductions being made from income received.
- 12.5 Personal cheques shall not be cashed out of monies held on behalf of the Planning Authority.
- 12.6 All sums due to the Planning Authority shall not be written-off except after approval by the Joint Committee.

### **13. INSURANCE AND RISK MANAGEMENT**

- 13.1 The Joint Committee will be subject to the advice of the Insurance Section of the Member Authority by whom the Treasurer is employed and therefore governed by the Financial Regulations of that Member Authority.
- 13.2 The Strategic Development Plan Manager shall ensure that a Risk Management Strategy is in place for the Planning Authority and shall provide to the Joint Committee an annual risk management plan incorporating an up-to-date risk register reflecting anticipated risks for the Planning Authority for the incoming financial year.

### **14. INVENTORIES AND STORES**

14.1 The instructions governing Inventory Procedures issued by the Member Authority by whom the Treasurer is employed shall be complied with by the Strategic Development Plan Manager.

14.2 The instructions governing Stocktaking and Annual Reporting issued by the Member Authority by whom the Treasurer is employed shall be complied with by the Strategic Development Plan Manager.

## **15. ORDERS FOR WORK, GOODS AND SERVICES**

15.1 Purchases for the Planning Authority will be made normally either through the Corporate Procurement Unit of the Member Authority by whom the Treasurer is employed or through Scotland Excel and National Centres of Expertise. The Treasurer will determine which arrangements shall be appropriate to the Planning Authority for each category of item to be purchased and shall ensure the procurement requirements of the European Community are adhered to. In all cases, however, certain fundamental principles must apply and these are set out in the succeeding paragraphs.

15.2 Except for petty cash purchases, gas, electricity, telephone, rent and rates payments and such other exemptions as the Treasurer may approve, and subject to the provisions of the Standing Orders relating to Contracts, all goods, materials or services supplied to the Planning Authority shall be ordered by means of an appropriately authorised official order, or by written acceptance of a tender or offer, which acceptance shall be signed only by officers authorised by the appropriate Member Authority.

15.3 Officers approved by the Planning Authority must be submitted to the Treasurer, together with specimen signatures and be subject to updating and amendment as necessary.

15.4 It shall be the duty of the Strategic Development Plan Manager of the Planning Authority or their nominated officer to ensure that all goods, materials and services received following the placing of orders are as ordered in respect of price, quantity and quality.

## **16. PAYMENT OF ACCOUNTS**

16.1 Apart from petty cash and other payments from imprest accounts, the normal method of payment of money due from the Planning Authority shall be by BACS, cheque, CHAPS or other instrument drawn on the bank account(s) by an authorised officer of the Member Authority by whom the Treasurer is employed. Other payment arrangements will be acceptable only if approved by the Treasurer.

16.2 In the interests of internal control, arrangements shall be made by the Strategic Development Plan Manager for the separation of those duties connected with the ordering process from those connected with the invoice certification process.

- 16.3 The Strategic Development Plan Manager shall arrange for the timeous certification of invoices for payment and internal recharges by an authorised officer of the Planning Authority after ensuring that:
- 16.3.1 The expenditure is on items or services which it is within the Planning Authority's legal powers to incur
  - 16.3.2 The goods, materials or services to which the invoice relates have been received, examined and approved, and are in accordance with the order.
  - 16.3.3 The prices, extensions, calculations, trade discounts, other allowances, credits and tax are correct.
  - 16.3.4 The relevant expenditure has been properly incurred and is within the relevant estimate provision.
  - 16.3.5 Appropriate entries have been made in inventories, stores or stock records as required.
  - 16.3.6 The appropriate expenditure code is entered on the invoice, or other payment document approved by the Treasurer. The invoice or voucher having been so certified, the Strategic Development Plan Manager or their authorised officer shall pass it timeously to the Member Authority by whom the Treasurer is employed for payment.
  - 16.3.7 The Strategic Development Plan Manager may agree with the Treasurer processes for the electronic transfers of information for payment of accounts and appropriate system controls shall be maintained by the Member Authority by whom the Treasurer is employed where the electronic transfer of invoice information is operated.
  - 16.3.8 Where internal recharges are processed prior to certification each party to the internal recharge shall agree the charge as soon as possible after processing and any disagreements shall be referred to the Treasurer for settlement.
- 16.4 A list of authorised signatories for certifying accounts shall be supplied by the Strategic Development Plan Manager to the Treasurer and specimen signatures and initials shall be required from the persons authorised. Additions or deletions shall be notified to the Treasurer as they occur. All lists and additions shall be certified by the Strategic Development Plan Manager.
- 16.5 Payment will not be made on duplicate or photocopied invoices unless the Strategic Development Plan Manager or other authorised officer certifies in writing that the amounts have not been previously passed for payment.
- 16.6 Any amendment to invoices or payments vouchers shall be made in ink and initialled by the officer making them, stating briefly the reasons where this is not self-evident. Alterations must not be made using correcting fluids.

- 16.7 Recharges to and from Departments of the Member Authorities by whom the Treasurer is employed to the Planning Authority shall be in a form approved by the Treasurer.

## **17. PROPERTY**

- 17.1 The property used for the purposes of the Planning Authority will be held in the name of the appropriate Member Authority and will be governed as such by the Financial Regulations of that Member Authority.

## **18. SECURITY**

- 18.1 The Strategic Development Plan Manager shall be responsible for maintaining proper security at all times for all fittings, stocks, stores, furniture, equipment, cash, computer equipment etc. under his control.
- 18.1.1 The Strategic Development Plan Manager shall also consult the Treasurer as appropriate in any case where security is thought to be defective or where it is considered that special security arrangements may be required.
- 18.2 Maximum limits for cash holdings shall be agreed with the Treasurer and shall not be exceeded without the Treasurers specific approval.
- 18.3 Security over keys should be maintained in accordance with the Audit Guidance of the Member Authority by whom the Treasurer is employed.
- 18.4 The Strategic Development Plan Manager shall be responsible for maintaining proper security, custody and control of all documents for the Planning Authority. The retention period for all books, forms and records related to financial matters shall be determined by the Treasurer in consultation with the Clerk to the Committee.
- 18.5 The Strategic Development Plan Manager shall be responsible for ensuring adequate ICT and Information Security having regard to the guidance instructions issued by the Member Authority by whom the Treasurer is employed.

## **19. PAYROLL ADMINISTRATION**

- 19.1 The payment of all salaries, wages, compensation, expenses, subsistence, claims and other emoluments to all employees involved in the operations of the Planning Authority shall be made through the Payroll System of the Member Authority by whom the Treasurer is employed and shall be governed by that member authority's Financial Regulations.

## **20. EMPLOYEES TRAVELLING, SUBSISTENCE ETC.**

- 20.1 The Treasurer shall be responsible for the administration and regulation of expenses of employees of the Planning Authority.
- 20.2 All claims for payment of mileage allowances, subsistence allowances, travelling and incidental expenses shall be submitted, duly certified, in a form approved by the Treasurer, at such regular intervals as are agreed. The names of Officers authorised to sign such records shall be sent to the Treasurer by the Strategic Development Plan Manager together with specimen signatures and shall be amended on the occasion of any change. The lists shall be certified by the Strategic Development Plan Manager. The Officers so authorised shall be determined in agreement with the Treasurer.
- 20.3 The certification by or on behalf of the Strategic Development Plan Manager shall be taken to mean that the certifying Officer is satisfied that the journeys were properly authorised, the expenditure properly and necessarily incurred and that the allowances are properly payable.
- 20.4 The Strategic Development Plan Manager shall provide timeously the Treasurer with any details required for the annual return of taxable emoluments.

## **21. MEMBERS ALLOWANCES AND EXPENSES**

- 21.1 Members Allowances shall be paid by each member authority in accordance with the Scheme of Members Allowances prepared by the paying Authority.

## **22. CONTRACTS FOR BUILDING, ENGINEERING AND ASSOCIATED WORKS**

- 22.1 Contracts for building maintenance etc. shall be co-ordinated by the Member Authority that owns or leases the buildings involved and as such shall be governed by the Financial Regulations and Standing Orders relating to contracts of that Member Authority.

## **23. INTERPRETATION**

- 23.1 Any matters requiring legal interpretation shall be referred to the Clerk to the Committee.

## **24. OBSERVANCE OF FINANCIAL REGULATIONS**

- 24.1 It shall be the duty of the Strategic Development Plan Manager to ensure that these Regulations are made known to the appropriate persons within the Planning Authority and the Green Network Partnership and to ensure that they are adhered to.
- 24.2 Any breach or non-compliance with these Regulations must on discovery be reported immediately to the Treasurer in order to determine the proper action to be taken.

## **25. REVIEW OF FINANCIAL REGULATIONS**

25.1 These Regulations may only be varied or revoked by the Joint Committee.