

Glasgow and the Clyde Valley Strategic Development Planning Authority

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

On: 14th December 2015

Report by

Max Hislop, GCV Green Network Partnership Manager

GCV Green Network Partnership Business Plan 2016/19 and Budget 2016/17

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 2016/19 and to seek approval for local authority contributions to support the Business Plan for 2016/17.

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 2016/19 Business Plan.

3. Background

- 3.1 The GCVGNP was formed in 2006 and is comprised of the eight regional local authorities and Forestry Commission Scotland, SNH, SEPA and the Glasgow Centre Population Health.
- 3.2 The purpose of the Partnership is to facilitate the delivery of the GCV Green Network, a key foundation of the Clydeplan. The Partnership is also a regional partner in the Central Scotland Green Network, a 'National Development' in NPF3.
- 3.3 The Partnership 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 10th 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 31st 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 2015-18 and Budget 2015/16

- 4.1 The Business Plan provides guidance to the Glasgow and Clyde Valley Green Network Partnership Board on delivery of the Glasgow and Clyde Valley Green Network (GN) Programme for the three year period 2016-19 (a copy of the Business Plan is appended to this paper). The Plan provides a review of progress against the Partnership's remit along with a plan for the continuing development of the GN Programme in the year 2016/17. A budget for the GN Partnership's Executive Team is also presented.

The Programme of Project Work

- 4.2 The Programme Plan (Chapter 3) for 2016/17 outlines the 'strategic' and 'geographic' project work to be undertaken by the Partnership.

The Strategic Projects for 2016/17 are:

- **Green Network Indicators for Community Plans** - for Glasgow City, East Dunbartonshire and West Dunbartonshire councils
- **Greenspace and Health Analysis** - for Renfrewshire Council and South Lanarkshire Council;
- **Green Networks and Climate Change Adaptation: Greenspace and Climate Change Adaptation analysis** - for South Lanarkshire, North Lanarkshire and West Dunbartonshire councils
- **Support the Climate Ready Clyde Partnership** - provide management and administrative support for the 'CRC' partnership for the whole GCV region;
- **Integrating Green Infrastructure into new residential developments** - in North Lanarkshire, East Renfrewshire
- **'Sustaining the Central Scotland Green Network' project** - strategic project for the CSGN with implications for the whole GCV region.
- **The GCV Green Network 'Big Picture': a blueprint for delivery** - work with all GCV local authorities on a spatial representation of the Green Network
- **Enhancing priority woodlands** - work with all GCV local authorities to identify priority woodlands for FCS 'Woodlands In and Around Towns' funding

The Geographic projects for 2016/17 are:

- **Green Network Delivery Planning for Strategic Delivery Areas** - detailed delivery plans and community engagement for Upper Greenock (Inverclyde), Clydebank (West Dunbartonshire), Renfrew (Renfrewshire) and Yoker (Glasgow)
- **Integrating Green Infrastructure into Maidenhill development plans** - work with developers to integrate green infrastructure into their planning applications for this major development site in East Renfrewshire
- **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: Yoker** - Deliver a NFM study for the Yoker Burn catchment which extends into Glasgow, West Dunbartonshire and East Dunbartonshire council areas.
- **Glasgow Parks Strategy** - Assist in the preparation of the new strategy in Glasgow.

The Budget 2016/17

- 4.3 The budget for the GCVGNP in 2016/17 is £210,000. The breakdown of the budget is shown in Paragraph 3.1 and Appendix 3 in the Business Plan.
- 4.4 The budget is comprised of contributions from partner agencies and local authorities. The four agencies together contribute 50% of funding and the local authorities together contribute the remaining 50% of funding once planned external income has been taken into account.
- 4.5 The local authority contribution to the 2016/17 budget is £93,385. The contribution from each authority is calculated pro rata based on its population size.
- 4.6 The contribution from each local authority for 2016/17 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



Glasgow and Clyde Valley Green Network Partnership

BUSINESS PLAN 2016-19

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



CONTENTS

1.	<u>INTRODUCTION</u>	i
1.1	<u>The GCVGNP Business Plan</u>	i
1.2	<u>GCVGN Partnership Aims and Objectives</u>	i
1.3	<u>The Central Scotland Green Network</u>	ii
2.	<u>DELIVERING ON THE PARTNERSHIP'S REMIT</u>	iv
2.1	<u>Purpose: to work strategically and add-value</u>	iv
2.2	<u>Aim: to develop a co-ordinated approach to delivery</u>	iv
2.3	<u>Objective 1: to help deliver across the SDP area</u>	iv
2.4	<u>Objective 2: to champion the Green Network across the GCV region</u>	v
2.5	<u>Objective 3: to act as a catalyst and facilitator</u>	v
2.6	<u>The Emphasis for the 2016-19 Work Programme</u>	vii
3.	<u>PROGRAMME PLAN 2016-17</u>	ix
3.1	<u>Budget 2016/17</u>	ix
3.2	<u>Staffing 2016/17</u>	ix
3.3	<u>Project work</u>	x
3.4	<u>Strategic Projects for 2016/17</u>	xi
3.5	<u>Geographical Projects for 2016/17</u>	xv
3.6	<u>Communications work for 2016/17</u>	xviii
3.7	<u>The 2016/17 Work Programme and the GCVGNP Remit</u>	xx
	<u>PROGRAMME PLAN 2016-19</u>	xxiii
3.8	<u>GN Partnership and Programme</u>	xxiii
3.9	<u>Finances 2016-17</u>	xxiv
3.10	<u>Finances 2016-19</u>	xxiv
3.11	<u>Partnership Reserves</u>	xxv
	<u>APPENDICES</u>	xxvi
Appendix 1.	<u>Terms of Reference</u>	xxvi
Appendix 2.	<u>Representation in GN Partnership Structures 2015/16</u>	xxix
Appendix 3.	<u>Financial Projections</u>	xxx

GLASGOW and CLYDE VALLEY GREEN NETWORK PARTNERSHIP

BUSINESS PLAN 2016-19

INTRODUCTION

1.1 The GCVGNP Business Plan

This Business Plan provides guidance to the Glasgow and Clyde Valley Green Network Partnership Board (hereafter referred to as the 'GN Partnership Board') on delivery of the Glasgow and Clyde Valley Green Network Programme (hereafter referred to as the 'GN Programme') for the three year period 2016-19.

The Business Plan provides a review of progress in the previous year along with a plan for the continuing development of the GN Programme in the year 2016/17. A budget for the GN Partnership's Executive Team (hereafter referred to as the 'Executive Team') is also presented.

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:

- 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

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.

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.

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 2016-19 will strive to deliver tangible outputs in pursuit of the Partnership's purpose, aim and objectives.

1.6 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
 - e.g.: Clyde Gateway; Clyde Waterfront; Ravenscraig; Inverclyde; Gartloch Gartcosh
- Green Network Opportunities Mapping
 - For SDP; for local authorities; for landholders

1.7 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
 - e.g.: Sow and Grow Everywhere (SAGE); Sustainable Backcourts; GCV Wood Energy Study; Branching Out
- Geographic co-ordination
 - e.g.: Seven Lochs Wetland Park Masterplan; V&DL Growth Corridors Study; Green Network and Climate Change Adaptation

1.8 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 SDP area.

Opportunities Mapping outputs for the SDP 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.

1.9 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

1.10 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:"**

1.10.1 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 CSGN 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 by default means that a regional component of the CSGN is also delivered.

1.10.2 embed the Green Network within regional and local policy;

The Green Network is now a foundation theme in the SDP 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.

1.10.3 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); and,
- Gartloch Gartcosh Green Network (partners: GCC, NLC, FCS, SNH, RSPB, TCV).

1.10.4 promote a strategic approach to project development;

The Partnership has used the 2006 Regional Structure Plan and more recently the 2012 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. 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. For example the Opportunities Mapping report for Renfrewshire Council was used to inform the Local Development Plan and directly influenced the Action Programme associated with Renfrewshire's LDP.

1.10.5 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.

This is an objective which requires more consideration for future work programmes.

1.10.6 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 is working with partners in the CSGN Regional Advisory Forum to consider this conundrum. A key first task is to consider 'how much additional resource will be required?' Then the options for securing the necessary resource can be considered.

This objective is an active and ongoing area of work for the Partnership.

1.10.7 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' and 'Better Places: Design & Delivery' campaigns) and the promotion of the outputs of the work programme 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.

1.10.8 create a regional linkage to other greenspace initiatives

The Partnership has established links to regional greenspace initiatives since its launch. The Executive Team attend meetings where we are able to add value to the work of these initiatives (e.g. Renfrewshire's Green Network forum; North Lanarkshire's Natural Environment Partnership). The Partnership also uses social media to stay in touch with greenspace related activity within the region.

1.11 The Emphasis for the 2016-19 Work Programme

Table 1 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 2017.

Table 1. An assessment of the Partnership's outputs to date against the Partnership's remit

REMIT	Progress to date	Emphasis 2016-19
Purpose: work strategically/ add value		Sustain
Aim: co-ordinated delivery		Sustain
Objectives:		
1. to help deliver across SDP area		Explore balance of work outputs
2. to champion the GN		Sustain
3. to catalyse & facilitate:		
a) a CSGN regional component		Sustain
b) embed the GN in policy		Explore options to further embed
c) develop regional partnerships		Explore the necessity to fulfil this
d) strategic approach to project development		Explore options to enhance this
e) long-term management of GN		Increase activity to fulfil this
f) access to additional resources		Increase activity to fulfil this
g) increase the profile of the GN		Sustain
h) a link to other initiatives		Sustain

Table 1 indicates that increased activity should be devoted to:

- Objective 3e). The Partnership acting as a catalyst and facilitator to help secure effective and high quality long term management of the Green Network
- Objective 3f). The Partnership acting as a catalyst and facilitator to help access additional resources to support Green Network work.

Table 1 indicates that exploration should be undertaken on:

- Objective 1. The balance of work programme outputs across the region
- Objective 3b). Options to further embed the Green Network into regional and local policy
- Objective 3c). The necessity to develop regional partnerships
- Objective 3d). Enhancement of a strategic approach to project development

The work programme for 2016/17 is assessed against the Partnership's remit in Table 5. Project work related to objective 3f is included in the work programme. Work programmes from 2016/17 should seek to address objective 3e.

PROGRAMME PLAN 2016-17

1.12 Budget 2016/17

The GCVGNP budget for 2016/17 is £210k. The budget is comprised of four major areas of expenditure:

Staff costs: £166.5k
Property costs £25.8k
Office/admin costs £9.7k
Communications £8.0k

A breakdown of these figures into individual account lines managed by Renfrewshire Council on behalf of the Partnership can be seen in Appendix 3. The budget pays for the salaries and associated costs of employing the core team of four staff (see Figure 1 below) and the costs of running and servicing the West Regent Street office (shared with the GCVSDPA team).

The Business Plan budget outlined above does not pay for the salaries and overheads of the two posts associated with the Strategic Delivery Areas project. The funding required to sustain these posts is provided by CSGNT and TCV through their funding bids.

1.13 Staffing 2016/17

In 2016/17 the Executive Team (see **Figure 1**) will be comprised of two full-time salaried posts, and two part-time salaried posts:

- Programme Manager
- Development Officer
- Communications & Promotions Officer: (PT: 3 days / week, returning FT from August)
- Administrative Assistant: (PT: 4 days / week)

The Programme Manager will also have line management responsibility for the:

- Natural Networks Trainee

who is 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 for selected Strategic Delivery Areas. The Development Officer will work 2 days per week on this task and report to the Programme Manager. The Development Officer will work closely with the GCVGNP Development Officer and the Natural Networks Trainee.

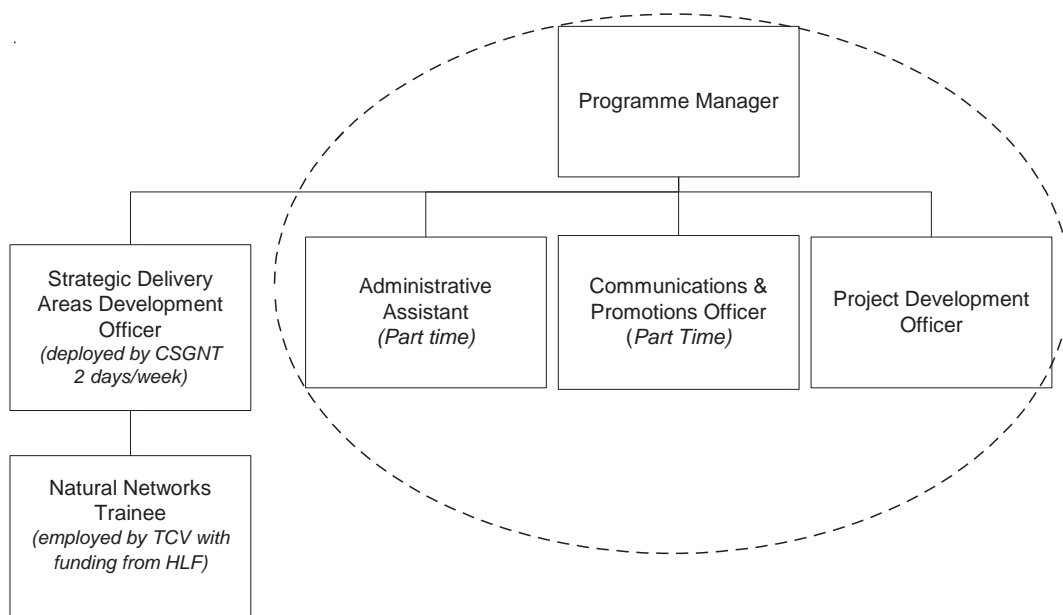


Figure 1. GCVGNP's Executive Team 2016/17 (core team within the dotted line)

1.14 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.

1.14.1 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.

Table 2. Transference of Strategic Projects

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

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 2 above shows the transference of some strategic projects over recent years and how they have led to project work in the current Business Plan.

1.14.2 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.

1.15 Strategic Projects for 2016/17

The Executive Team's strategic project work for 2016/17 is shown in Table 3 below.

Table 3. Summary of Strategic Project Work 2016/17

Project	Partners	Comment
1. GN Indicators for Community Plans	Glasgow City, East Dunbartonshire, West Dunbartonshire	Complete the analysis and report for the remaining 3 partner LAs
2. Greenspace and Health analysis	Renfrewshire, South Lanarkshire GCPH	The analysis and report initially developed for Glasgow and West Dunbartonshire will be undertaken for a further 2 partner LAs
3. Greenspace and Climate Change Adaptation analysis	South Lanarkshire, North Lanarkshire, West Dunbartonshire	Complete the analysis and report for the remaining 3 partner LAs
4. Support the CRC Partnership	CRCP	Provide management and administrative support for the CRCP
5. Integrating Green Infrastructure (IGI) into new residential developments	North Lanarkshire East Renfrewshire CSGNT Abertay University	Work with developers to evidence the business case for IGI in new residential development
6. CSGN Strategic Project Work	CSGNT	In support of CSGNT, further work to assess resources for GN delivery
7. The GCV Green Network 'Blueprint'	all GCVGNP partners	Work with partners to draft a spatial representation of the GCVGN
8. Enhancing priority woodlands	Local Authorities, FCS	Work with LA partners to identify priority woodlands for management supported through WIAT funding

1.15.1 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.

The 2016/17 the Executive Team will complete similar analysis for East and West Dunbartonshire and Glasgow City local authority areas.

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.

1.15.2 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 analyses in Glasgow and 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 will complete similar analyses in Renfrewshire and South 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.

1.15.3 Greenspace and Climate Change Adaptation analysis

In 2013/14 the Executive team developed a GIS based viewing tool of Climate Change hazards and vulnerabilities and greenspace for Renfrewshire and Glasgow.

In 2014/15 the Board approved an allocation from the project development budget to roll out this work for all GCV local authorities. A brief was developed to undertake analysis of the spatial relationship between those areas which have climate change hazards and vulnerabilities and the availability of greenspace opportunities. Opportunities may include the modification of existing greenspace or the greening of vacant and derelict land to provide adaptive capacity.

In 2015/16 the work was completed for Renfrewshire, East Dunbartonshire, Inverclyde, East Renfrewshire, Glasgow and a report prepared for each local authority.

In 2016/17 similar analyses and reports will be completed for South Lanarkshire, North Lanarkshire and West Dunbartonshire.

1.15.4 CRC Partnership Development

Scotland's climate is changing and understanding how this is happening and the likely impacts for the Glasgow and Clyde Valley will be important for the development of an effective Climate Change Adaptation Strategy for the city region. Over the last century it has become warmer, precipitation patterns have changed and we have seen an increased frequency of heavy rain events. The experience of recent years has clearly demonstrated that climate change and severe weather events have already impacted upon many aspects of society including health, infrastructure damage, travel and work disruption and energy demands.

Adaptation Scotland (AS) recognises the threats to the region and is actively encouraging action through their Climate Ready Clyde Project.

Climate Change Adaptation means making adjustments and responding to the likely threats and opportunities that climate change may bring. Green Networks and Green Infrastructure are uniquely suited to providing cost effective climate change adaptation for the current and future impacts of: flooding; urban heat island effect; and species migration.

In 2013 AS drafted a publication entitled "Climate Ready Clyde: Our Vision for Glasgow and the Clyde Valley". This has been promoted to the Clyde Valley Community Planning Partnership and other stakeholders across the region. The document promotes partnership working to meet the challenges of climate change to our region and suggests that a shared 'Climate Ready Strategy and Action Plan' should be prepared.

In 2014/15 the Executive Team worked as part of a Climate Ready Clyde Steering Group (AS, GCVSDPA, MGSDP and Glasgow City Council) to develop a Business Case for a Climate Ready Clyde Partnership (CRCP).

In 2015/16 the Executive Team worked with the CRC Steering Group to garner stakeholder support for an EU Life Bid to resource the CRCP and its

work. Funding secured from Scottish Government to support the creation of the CRCP will mean that the first meeting of the CRCP and recruitment of CRCP support staff will be possible in early 2016.

In 2016/17 the Executive Team will provide line management support for the CRCP staff and administrative support for the staff and the CRCP Partnership Board. The provision of this service will generate income to support the GCVGNP budget for 2016/17.

1.15.5 Integrating Green Infrastructure (IGI) into new residential developments

Ensuring that major new residential developments deliver components of the Green Network (in the form of green infrastructure) as an integral part of their approved masterplans is essential if Scottish Planning Policy is to be adhered to and expensive retrofitting is to be avoided in the future. The Partnership has been promoting its IGI approach for several years and now has the opportunity to work with some developers in the masterplanning of some residential developments to assist them to meet the requirements of new green infrastructure policies. These developments present a significant opportunity to demonstrate Green Network delivery through well designed new development. They also provide an opportunity to document the business case for the inclusion of green infrastructure into the development's design solution. This should provide compelling evidence to other developers across the region of what the new policy context expects with regard to green infrastructure, but also why it makes sense from a developer's perspective.

In 2016/17 the Executive Team will work with developers to integrate green infrastructure into their design statements for new residential development and to evidence which documents their business case for IGI.

1.15.6 CSGN Strategic Project Work

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 will further extend this strategic work for the CSGNT by undertaking to complete a study to assess the resources that will be necessary to sustain the CSGN and the necessary structures to deliver the CSGN Vision.

1.15.7 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 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 draw 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'.

In 2016/17 the outcomes of these two approaches will be presented to the Board to decide the best approach to continue and complete the preparation of the GCV Green Network 'Blueprint'. Based on the response from the Board the work will either continue working at a local level with partner local authorities, or will refine the region-wide desk-based output through workshops with partner organisations.

1.15.8 Enhancing Priority Woodlands

The Woodland Improvement Grant / Woods In and Around Towns (WIAT) is part of the new Forestry Grant Scheme in the Scottish Rural Development Programme and aims to provide support for operations that will contribute to the sustainable management of urban woodlands and provide a range of public benefits. Urban woodlands are those located within one kilometre of settlements with a population of over 2000 people.

Funding support can be received to:

- bring neglected woodlands into management
- develop opportunities to use and enjoy existing and newly created woodlands
- enhance woodland sites supported under previous funding programmes.

The grant represents an opportunity to encourage woodland owners to deliver Green Network objectives through appropriate management and maintenance of their woodlands.

In 2016/17 the Executive Team will facilitate discussions with Local Authority partners regarding their WIAT eligible woodlands to identify those woods that are in priority locations that could benefit from Woodland Improvement Grant. For these priority woodlands partners will be assisted to prepare management plans which are a pre-requisite for Woodland Improvement Grant.

1.16 Geographical Projects for 2016/17

The Executive Team's geographical project work for 2016/17 is show in **Table 4** below.

Table 4. Summary of Geographical Project work 2016/17

Project	Partners	Comment
1. Strategic Delivery Areas:	CSGNT, TCV	Detailed delivery plans will be worked up for the SDAs with partners, informed by community engagement. Supporting funding plan developed.
a. Upper Greenock	Inverclyde	
b. Renfrew	Renfrewshire	
c. Clydebank	West Dunbartonshire	
d. Yoker / Whitecrook	Glasgow City	
2. Integrating Green Infrastructure: Maidenhill	East Renfrewshire, Scottish Water SNH Taylor Wimpey	Work with developers and agencies to integrate GI into their planning applications to meet planning policies for this major greenfield release site
3. Gartloch/Gartcosh (SDA):		
a. Integrating Green Infrastructure: Gartcosh Glenboig CGAs	North Lanarkshire, CSGNT	Work with developers and planners to integrate GI into planning applications. Develop a CSGN case study.
b. Integrating Green Infrastructure: Greater Easterhouse	Glasgow City TCV	Work with GCC to deliver proposals for GI.
c. Seven Lochs Wetland Park	Glasgow City, North Lanarkshire FCS, SNH, TCV, Scottish Canals, Transport Scotland	Advising and supporting delivery of the HLF Landscape Conservation Plan. Championing and facilitating Green Bridge and Monklands Canal projects
4. Natural Flood Management Study: Yoker Catchment	Glasgow City, West Dunbartonshire, East Dunbartonshire SEPA FCS	Deliver a NFM study for the Yoker Catchment Potentially Vulnerable Area on behalf of Clyde & Loch Lomond Local Plan District for Flood Risk Management Act.
5. Glasgow Parks Strategy	Glasgow City	Assist in the preparation the new strategy by providing expert opinion and spatial analysis

1.16.1 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 Clydeplan. 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. Action Plans were completed to facilitate the delivery of the Green Network in these locations.

In 2016/17 the CSGNT Development Officer will continue to work with local stakeholders to work up detailed project plans for specific sites and to explore the potential to secure funding for the agreed actions. The project delivery plans will be informed by engagement with local people and community organisations. The community engagement work will be supported by a 'Natural Networks' trainee employed by TCV and supported through HLF funding.

1.16.2 Integrating Green Infrastructure: Maidenhill

The Partnership's work in recent years to promote the role of green infrastructure to placemaking in urban areas, particularly in large developments on greenfield sites, has been influential. The inclusion of green infrastructure as a subject of policy and the language used in SPP bears testament to our work. There are some signs that this effort is beginning to influence proposed developments.

Our work with East Renfrewshire Council at the Maidenhill development, shows that proactive inclusion of green network thinking in a development brief can facilitate integration of green infrastructure in masterplans from developers. The council have prepared a Development Framework and Masterplan for Maidenhill which clarifies for developers what the planning authority expect to see delivered through planning applications for the site.

In 2016/17 the Executive Team will work with a major developer to assist them to meet the requirements of the planning policy and guidance for the Maidenhill development. A small GN team will be assembled to engage with the developer's design team. The GN team will include an expert on surface water management and vesting of SUDS from Scottish Water and a landscape architect from SNH.

1.16.3 Gartloch Gartcosh (SDA)

The area of north Glasgow which includes Greater Easterhouse and stretches into North Lanarkshire as far as Stepps, 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 in the Gartloch Gartcosh area will shift 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 will focus 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. We 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

1.16.4 Natural Flood Management Study: Yoker 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 will work to deliver a NFM study for the Yoker catchments. This study has the potential to align with greenspace project proposals emerging from the Clydebank and Yoker SDAs action planning project.

1.16.5 Glasgow Parks Strategy

Glasgow's Land and 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 will 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.

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 (2015/16)
- greenspace and climate change adaptation analysis (2015/16).

1.17 Communications work for 2016/17

The 'Better Places: Design and Delivery' (BPDD) communications campaign in 2012/13 raised the profile of the work of the Partnership with new and important audiences for the Partnership. The aim of communications in 2015/16 was to extend the penetration of the Partnerships messages with these audiences and to encourage them to use the Partnership's work to bring about delivery of the Green Network. 2015/2016 saw extended promotion of our Better Places campaign materials together with three newly developed key case studies for the Partnership;

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

Together all this material has helped promote both the partnership, and the Partnership's approach to Green Network and Green Infrastructure development.

In 2016/2017 the Executive Team will continue this theme. Our communications campaign will continue to promote the Partnership by:

- **Showcasing the Partnership** - Providing examples of the Partnership's work and influence and demonstrating successful delivery of Green Network thinking across the GCV area, and by:
- **Promotion of Integrated Green Infrastructure (IGI) development** - Increased promotion to specialists such as: architects, planners and engineers, but with a particular focus this year on engaging

developers in the process and encouraging them to 'buy in' and help promotion of said ideas.

Additionally, the 2016/2017 period will see continued monitoring and improvements to our digital offering with a focus on building our social media presence. We will

- **Continue Communications Outputs**

In 2016/17 the Executive Team will:

- Prepare and circulate regular GN News Updates and Enews Flashes
- Increase the number of GN News and Twitter sign-ups
- Enhance our LinkedIn site and begin test engagement through this
- 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

- **Monitor and improve Digital Activity** - Through management of the Communications Dashboard (incorporating our klipfolio and google analytics monitoring mechanism). A Digital Communications Survey will be conducted to review and improve on our existing offering

1.18 The 2016/17 Work Programme, the GCVGNP Remit and National Objectives

The 2016/17 work programme is assessed against the Partnership's remit in 5 below. The assessment indicates that the work programme covers all of the Partnership's remit.

Table 5. An assessment of the 2016/17 work programme against the Partnership's remit

GCVGNP REMIT	Strategic								Geographic					Communications
	GN Indicators (3)	Greenspace and Health analysis (2)	Greenspace and CCA analysis (3)	CRC Partnership Development	IGI in new residential development	CSGN Strategic Project Work	GCV Green Network 'Blueprint'	Enhancing Priority Woodlands	Strategic Delivery Areas (4)	IGI: Maidenhill	Gartloch Gartcosh SDA	Natural Flood Management	GCC Parks Strategy	
Purpose: work strategically/ add value	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Aim: co-ordinated delivery	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Objectives:														
1. to help deliver across SDP area	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
2. to champion the GN	✓	✓	✓	✓	✓						✓		✓	✓
3. to catalyse & facilitate:														
a) deliver a CSGN regional component		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
b) embed the GN in policy	✓		✓	✓	✓		✓		✓	✓	✓		✓	

c) develop regional partnerships		√	√	√			√		√		√	√		√
d) strategic project development		√	√	√	√		√	√	√			√		
e) long-term management of GN					√	√		√		√	√	√	√	
f) access to additional resources	√	√	√	√	√	√		√			√	√	√	
g) increase the profile of the GN	√	√	√	√	√				√		√		√	√
h) a link to other initiatives		√	√	√	√	√		√	√		√	√		√

The 2016/17 work programme has also been assessed against the Scottish Government's 16 National Objectives in Table 6 below. The work programme is assessed to be relevant to 10 of the 16 National objectives.

Table 6. An assessment of the 2016/17 work programme delivery against national objectives

[illegible]

PROGRAMME PLAN 2016-19

1.19 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 for the following year 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 Business Plan will be updated annually to 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.

1.20 Partnership Programme

In October 2013 a Partnership Board workshop was held to consider the direction of the Partnership's work programme over the next three to five years to ensure that it continues to deliver against the Partnership's remit (see chapter 0). The output from the workshop provides the following conclusions for the work programme to 2017 and beyond.

1.20.1 Strategic Planning

The Partnership's work programme should deliver a more detailed description of the GCV Green Network within the Strategic Development Plan's background papers and should include key drivers for the Green Network. Within the Strategic Development Plan a 'broadbrush' graphic representation of the Green Network should be developed, based on a more detailed representation developed at the local authority scale.

The emphasis of the strategic planning at a local authority scale should be to protect and enhance the Green Network and to provide guidance on themes and priorities for Green Network delivery. Priorities for the GCV Green Network will reflect priorities for the CSGN as expressed in the National Planning Framework.

1.20.2 Local Planning

A consistent approach toward local planning for the Green Network should be maintained. The Partnership's work programme should ensure that the Green Network is understood and responded to as part of wider local authority agendas. In particular: economic development and employment; health and well-being; and, natural flood risk management. A key goal for this should be to influence Single Outcome Agreements.

Emerging National Place Standards should be interpreted for local authorities as an opportunity to recognise the role of the Green Network in creating places.

The work programme should 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.

1.20.3 The Next 'Big' project

The Partnership's work programme will include the development of a 'big' project as a figurehead and an expression of the Partnership's vision for the Green Network. The project may articulate existing large scale regeneration projects (e.g. Ravenscraig, Clyde Waterfront) or it may be thematically focussed (e.g. Vacant and Derelict Land, Climate Change Adaptation).

The project selected should:

- Be multi-disciplined, multi-partner and cross boundary
- Add value and address priorities
- Be ambitious and high profile
- Be feasible and financially sustainable

1.20.4 Communications and Promotion

The Partnership's communications should focus on delivering Green Network messages to target audiences within local authorities and in the development sector. The Partnership will extend its 'Better Places' campaign to these selected audiences and develop a campaign to promote the expertise developed within the Partnership's executive team to Partner organisations. The emphasis for the promotional campaign should be 'what we can do for you'.

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.

1.21 Finances 2016-17

A Programme Management budget spreadsheet for the period 2016-17 is provided in Appendix 3. The budget provides projections for income and expenditure. The projected core costs for the Business Plan period remain around £210,000 annually.

1.22 Finances 2016-19

No projection for funding is included for the financial years beyond 2016/17. 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 £210,000/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 2016/17.

1.23 Partnership Reserves

In November 2011 the Board agreed to a plan to reduce Partnership reserves to £50,000, which is deemed to be the necessary level of reserves for the Partnership. The plan was to use the reserves to contribute to the Partnership's core budget and provide for a core project budget associated with the project work in the business plan. The Board agreed to reduce the Partnership's reserves to £50,000 by the end of 2015/16. This has been achieved.

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. Representation in GN Partnership Structures 2015/16

The GN Partnership Board

Stuart Tait	GCV Strategic Development Planning Authority
Keith Wishart	Forestry Commission Scotland
Arthur Keller	Scottish Natural Heritage
Russell Jones	Glasgow Centre for Population Health
Kenny Boag (Scott Mathieson & Louise Bond deputised)	Scottish Environment Protection Agency
Brian Fitch	Scottish Enterprise
Heather Holland	East Dunbartonshire Council
Julie Nicol	East Renfrewshire Council
Cathy Johnston (Gillian Dick deputised)	Glasgow City Council
Stuart Jamieson (Jackie Hill & Ron Gimby deputised)	Inverclyde Council
Gordon Laing	North Lanarkshire Council
Fraser Carlin	Renfrewshire Council
Gordon Cameron	South Lanarkshire Council
Alan Williamson	West Dunbartonshire Council

The Steering Group

Stuart Tait	GCV Strategic Development Planning Authority
Arthur Keller	Scottish Natural Heritage
Russell Jones	Glasgow Centre for Population Health
Fraser Carlin	Renfrewshire Council
Cathy Johnston	Glasgow City Council
Keith Wishart	Forestry Commission Scotland
Julie Nicol	East Renfrewshire Council

The GN Executive Team

Max Hislop	Programme Manager
Alastair Corbett	Development Officer
Michelle McGinnis	Promotions & Communications Officer
Ruby McKeown	Administrative Assistant
Scott Ferguson	Gartloch Gartcosh Development Officer
Claire Quinn (TCV)	Gartloch Gartcosh Community Engagement Officer

Appendix 3. Financial Projections

Programme Management Budget 2015- 16

	2016								2017						BUDGET	BUDGET
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	2016/17	2015/16	
INCOME														£	£	
East Dunbartonshire		5,589												5,589	£ 5,589	
East Renfrewshire		4,758												4,758	£ 4,758	
Glasgow		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	
SNH					15,000				15,000				7,354	37,354	£ 37,354	
Forestry Commission Scotland			18,677						18,677					37,354	£ 37,354	
Glasgow Centre for Pop ⁿ Health					14,008									14,008	£ 14,008	
SEPA			4,669											4,669	£ 4,669	
Project Income													23,230	23,230	£ 14,230	
Drawn from Partnership Reserves														0	£ 9,000	
Total	0	93,385	23,346	0	29,008	0	0	0	33,677	0	0	0	30,584	210,000	210,000	
EXPENDITURE																
Employee Costs																
Salaries	2,447	9,789	9,789	9,789	9,789	10,332	10,332	10,332	10,332	10,332	10,332	10,332	17,778	131,705	125,085	
Superannuation	413	1,651	1,651	1,651	1,651	1,756	1,756	1,756	1,756	1,756	1,756	1,756	3,015	22,324	20,306	
National Insurance	201	803	803	803	803	834	834	834	834	834	834	834	1,443	10,694	10,005	
Travel & subsistence	110	110	110	110	110	110	110	110	110	110	110	110		1,320	1,200	
Training			100		100		100		100		100			500	500	
Property Costs																
Rent/Rates/Electricity					18,000		1,000			1,000		1,000		21,000	19,100	
Contract Cleaning								450					450	900	900	
Supplies and Services																
Office Equipment						50			50					100	500	
IT/LAN Hardware						100			100					200	500	
IT Software & Support	250	250	250	250	250	250	250	250	250	250	250	250	600	3,600	2,700	
Communications		1,000			1,000		2,000				4,000			8,000	9,000	
Contractors																
Consultancy Services														0	11,000	
Admin Costs																
Internal Copying										1,400			700	2,100	1,875	
Stationery & Consumables	20	40	40	40	40	40	40	40	40	40	40	40		460	500	
Postage	20	40	40	40	40	40	40	40	40	40	40	40		460	500	
Telephones	70	70	70	70	70	70	70	70	70	70	70	70		840	460	
Conferences & Courses	100		100					100		100		100		500	500	
Books & Publications														0	0	
Finance & Admin Services					600								4,600	5,200	5,200	
Payment to Others																
Misc (Hospitality)		10	10	10	10	10	10	10	10	10	7			97	169	
Total	3,631	13,763	12,963	12,763	32,463	13,592	16,542	13,992	13,692	15,942	17,539	14,532	28,586	210,000	210,000	
Monthly Surplus/Deficit	-3,631	79,622	10,383	-12,763	-3,455	-13,592	-16,542	-13,992	19,985	-15,942	-17,539	-14,532	1,998			
Balance	-3,631	75,991	86,374	73,611	70,156	56,564	40,022	26,030	46,015	30,073	12,534	-1,998	0	0		

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.
2. The cashflow shows the financial year divided into 13 periods rather than twelve months. This reflects the accounting periods employed by Renfrewshire Council and makes it easier for the Partnership to reconcile the budget with Renfrewshire's accounts.

Green Network Partnership

Programme Management Budget Income

3. The budget assumes that local authorities and partner agencies commit to funding contributions as identified through to the end of financial year 2016/17.
4. 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

5. The budget assumes that Executive Team costs remain similar through to March 2016. No allowance has been made for increases in office and administration costs.
6. Salary, superannuation and National Insurance costs for 2016/17 are as advised by Renfrewshire Council and assume that:
 - No staff will leave during the year
 - Pay award of 2% applicable from 1st April
 - Increments for 2 staff from 1st April
 - Communications Officer works part-time until September (0.6 FTE), and thereafter part-time at 0.8 FTE
 - Administrative Assistant works part-time (0.8 FTE)
 - No overtime
 - No staff will be promoted or receive an upgrade.
7. Office accommodation and services costs calculated as 25% of total Clydeplan Strategic Development Planning Authority costs.