

Notice of Meeting and Agenda

Glasgow & the Clyde Valley Strategic Development Planning Authority Joint Committee

Date	Time	Venue
Monday, 11 December 2017	11:15	Glasgow City Council, Ground Floor, Exchange House, 231 George Street, Glasgow, G1 1RX,

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillors Johnston and Moir (East Dunbartonshire Council); Lafferty and Miller (East Renfrewshire Council); Elder and MacLean (Glasgow City Council); Clocherty and Wilson (Inverclyde Council); Curran and Magowan (North Lanarkshire Council); Begg and McGurk (Renfrewshire Council); Anderson and Fulton (South Lanarkshire Council); and McColl and O'Neill (West Dunbartonshire Council).

Councillor O'Neill (Convener); Councillor Wilson (Vice-Convener).

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

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

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.

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|----------|--|----------------|
| 1 | Minute | 3 - 8 |
| | Minute of the Joint Committee held on 11 September 2017. | |
| 2 | Revenue Budget Monitoring | 9 - 12 |
| | Report by Treasurer and Strategic Development Plan Manager. | |
| 3 | Revenue Estimates 2018/19 | 13 - 18 |
| | Report by Treasurer and Strategic Development Plan Manager. | |
| 4 | Glasgow and the Clyde Valley Green Network Partnership
Business Plan 2017/20 and Programme Plan 2018/19 | 19 - 56 |
| | Report by Glasgow and Clyde Valley Green Network Partnership Manager. | |
| 5 | Action Programme Publication | 57 - 68 |
| | Report by Strategic Development Plan Manager. (A copy of the Action Programme will be given to members at the meeting. An electronic copy of the Action Programme has been added to the meeting document section which can be found at the foot of the screen of the electric agenda). | |
| 6 | Clydeplan Strategic Development Plan July 2017 - Appeal
to Court of Session | 69 - 70 |
| | Report by Strategic Development Plan Manager. | |
| 7 | Corporate Purchasing Card Expenditure | 71 - 72 |
| | Report by Treasurer and Strategic Development Plan Manager. | |
| 8 | Date of Next Meeting | |
| | Note that the next meeting will be held at 11.15 am on 12 March 2018 in Glasgow City Council Exchange House, George Street, Glasgow. | |

Minute of Meeting

Glasgow & the Clyde Valley Strategic Development Planning Authority Joint Committee

Date	Time	Venue
Monday, 11 September 2017	11:15	Glasgow City Council, Ground Floor, Exchange House, 231 George Street, Glasgow, G1 1RX,

Present

Councillor Miller (East Renfrewshire Council); Councillors Elder and McLean (Glasgow City Council); Councillor Magowan (North Lanarkshire Council); Councillor Begg (Renfrewshire Council); Councillors Anderson and Fulton (South Lanarkshire Council); and Councillor O'Neill (West Dunbartonshire Council).

Councillor O'Neill, Convener, presided.

In Attendance

D McDonald, Assistant Strategic Development Plan Manager and S Tait, Strategic Development Plan Manager (both Strategic Development Plan Core Team); R Greenwood, Principal Planning Officer (East Renfrewshire Council); N Urquhart, Team Leader Sustainability Policy (East Dunbartonshire Council); F Barron, Head of Planning & Building Control (Glasgow City Council); L Bowden, Business Manager (Strategic Planning) (North Lanarkshire Council); F Carlin, Head of Planning and Housing Services, M Ball, Accountant, K Festorazzi, Interim Senior Accountant, K Brown, Committee Services Officer and E Currie, Senior Committee Services Officer (all Renfrewshire Council); G Cameron, Planning and Building Standards Manager HQ (South Lanarkshire Council); J Hall, Planner (West Dunbartonshire Council); and M Ferris, Senior Audit Manager (Audit Scotland).

Apologies

Councillors Johnston and Moir (East Dunbartonshire Council); Councillor Wilson (Inverclyde Council); Councillor Curran (North Lanarkshire Council); and Councillor McColl (West Dunbartonshire Council).

Declarations of Interest

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

1 Minute

There was submitted the Minute of the meeting of the Joint Committee held on 12 June 2017.

DECIDED: That the Minute be approved.

Sederunt

Councillor Elder entered the meeting during consideration of the following item of business.

2 SDP2

There was submitted an update report by the Strategic Development Plan Manager relative to the approval of the second Strategic Development Plan (SDP2).

The report intimated that Scottish Ministers approved SDP2 subject to a number of modifications, mostly related to housing, where an additional 5% had been added to the level of generosity and forestry and woodland to reflect the Scottish Government's new ambitions for woodland planting. In addition, Scottish Ministers were seeking the preparation of three pieces of supplementary guidance related to strategic heat infrastructure, aggregates and forestry and woodland, with the Forestry and Woodland Strategy supplementary guidance to be submitted to Scottish Ministers by 24 July 2018. The Scottish Ministers also included a modification in relation to the network of strategic centres seeking an early review of the network which will include consideration of the status of centres within the network and an analysis of the potential impact on town centres of expanding Braehead. The early review reflected the existing commitment in the SDP Action Programme. The modification had low impact as this had already been considered as part of Policy Four of the SDP and through the assessment of development proposals.

In accordance with the necessary statutory requirements, Clydeplan were required as soon as practically possible to publish SDP2 (including electronically); send two copies of the SDP2 to Scottish Ministers; place copies of SDP2 in local libraries; advertise in the local newspaper (the Herald); and notify those people who had made representations to SDP2 that it had been published and where it was available for inspection. In addition, as soon as was reasonably practicable after the approval of SDP2, a Strategic Environmental Assessment (SEA) post adoption statement should be published with copies placed in the Clydeplan office and an advert placed in a local newspaper (the Herald). Clydeplan were also to inform the SEA consultation authorities of the adoption of the SDP and send them a copy along with a copy of the post adoption statement. It was intended to publish and advertise the post adoption statement and the plan together on Friday 15 September 2017.

The report advised that the Action Programme accompanying SDP2 required to be adopted within three months of SDP2 being approved and thereafter to be kept under review and updated and republished at least every two years. Whenever an Action Programme was published two copies were to be sent to Scottish Ministers, published electronically and copies placed in local libraries. The deadline for this was 24 October 2017, as this fell between Joint Committee meetings, it was proposed that the SDP Manager seek the agreement of the Joint Committee Convener and Clydeplan Steering Group Chair prior to submission of the Action Plan. Under the current regulations the third SDP would require to be submitted no later than four years from the date of approval of SDP2 which would be 24 July 2021. Until such times as the new Planning Bill came into effect and acknowledging the direction set out in the Scottish Government's Position Statement, it was intended to progress with a work programme to support the preparation of the third SDP whilst recognising the opportunity to support and align this with the emerging work streams of the Glasgow City Region and its Economic Strategy and related Action Plan.

DECIDED:

- (a) That the approval of the SDP2 by Scottish Ministers be noted and welcomed;
- (b) That the requirements post approval in terms of the publication and advertisement of SDP2 and the SEA post adoption statement be noted;
- (c) That the timeline for the submission of the Action Programme be noted; and
- (d) That it be agreed that the SDP Manager confirmed the agreement of the Joint Committee Convener and the Clydeplan Steering Group Chair prior to submission of the Action Programme.

3 Strategic Development Plan 3

There was submitted a report by the Strategic Development Plan Manager in relation to the preparation of the Strategic Development Plan 3 (SDP3).

The report intimated that whilst the Scottish Government's planning review Position Statement published in June 2017 continued to seek to remove the current requirement to prepare SDPs at this point in time there remained a statutory requirement for the Joint Committee to produce SDP3. It was proposed to take forward a work programme progressing within the timeframe set for SDP3 which would require undertaking technical work in the period Autumn 2017 to Winter 2019. This aligned with the Scottish Government's revised NPF4 timescale with preparatory work commencing in 2018 for adoption in 2020.

The report advised that at its meeting on 12 September 2016, the Joint Committee agreed to extend the lease on the office accommodation at 125 West Regent Street, Glasgow for a period of three years with a break option at the end of year one (26 October 2017). Since that time, the SDP Manager and the Senior Asset and Estates Surveyor, Renfrewshire Council had been in regular contact with the Scottish Futures Trust to consider relocation options within the public sector estate with the most likely option resulting from Transport Scotland's ongoing rationalisation of space at Buchanan House. However, at present it looked increasingly as though an option at Buchanan House would not become available for Clydeplan to consider until summer 2018 at the earliest. With the Planning Bill due to be published at the end of 2017, approval expected six months later and the lead in time for its formal introduction and

publication of secondary legislation possibly taking a further 12 to 18 months, it was considered that the continuation of the lease of 125 West Regent Street until October 2019 to be the most suitable and cost effective arrangement and that the current lease be continued to run without invoking the break out clause.

DECIDED:

- (a) That it be agreed that work commence in respect of the development of SDP3;
- (b) That the intention to work closely with the Glasgow City Region in the development of the SDP3 work streams to ensure that they align and support the Glasgow City Region portfolios be noted; and
- (c) That it be agreed not to trigger the break option in the lease of 125 West Regent Street.

4 Annual Audit Report 2016/17

There was submitted a report by Audit Scotland in relation to the Annual Audit Report 2016/17, a copy of which was appended to the report.

The report intimated that the audit certificate issued by Audit Scotland provided an unqualified opinion that the annual accounts presented a true and fair view of the financial position of the Joint Committee as at 31 March 2017, in accordance with the accounting policies detailed in the accounts.

DECIDED: That the report be noted.

5 Audited Annual Accounts 2016/17

There was submitted a joint report by the Treasurer and the Strategic Development Plan Manager in relation to the audited annual accounts 2016/17.

The report intimated 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. A copy of the annual financial statements 2016/17 was appended to the report and following approval by the Joint Committee the audited accounts would be submitted to the Strategic Development Plan Manager, the Convener and the Treasurer for signature.

DECIDED: That the audited accounts be approved for signature.

6 Revenue Budget Monitoring Report

There was submitted a joint report by the Treasurer and the Strategic Development Plan Manager for the period 1 April to 18 August 2017.

DECIDED: That the report be noted.

7 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 18 August 2017.

DECIDED: That the report be noted.

8 The Review of Standing Orders Relating to Contracts

There was submitted a report by the Clerk to the Joint Committee seeking approval for the existing Standing Orders Relating to Contracts to be revoked and replaced by the revised Standing Orders Relating to Contracts, a copy of which was appended to the report.

The report detailed the key changes in relation to the Standing Orders Relating to Contracts and confirmed that they had been developed following a detailed review in light of the Public Contracts (Scotland) Regulations 2015; the Procurement (Scotland) Regulations 2016; the Concession Contracts (Scotland) Regulations 2016; and statutory guidance made under and in terms of the Procurement Reform (Scotland) Act 2014.

DECIDED:

(a) That it be agreed to revoke the existing Standing Orders Relating to Contracts;

(b) That the revised Standing Orders Relating to Contracts, a copy of which was appended to the report, be approved; and

(c) That it be agreed that the revocation of the existing Standing Orders Relating to Contracts and approval of the revised Standing Orders Relating to Contracts should take effect on the first working day following this meeting of the Joint Committee.

9 Date of Next Meeting

That it be noted that the next meeting of the Joint Committee would be held on 11 December 2017 at the offices of Glasgow City Council.

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

To: Joint Committee

On: 11 December 2017

Report by: The Treasurer and the Strategic Development Plan Manager

Heading: Revenue Budget Monitoring Report to 10th November 2017

1. Summary

1.1 Gross Expenditure and income are breakeven. 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

4.1 Current Position	£7,000 overspend
<i>Previously Reported</i>	<i>N/A</i>

The overspend of £7,000 within Supplies and Services is due to costs associated with the Strategic Development Plan.

4.2 Projected Year End Position

The projected year end position is breakeven as the current overspend within Supplies and Services for the Strategic Development Plan will be offset against an underspend within employee costs due to a staff secondment.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/18
1st April 2017 to 10th November 2017

JOINT COMMITTEE : GLASGOW & CLYDE VALLEY STRATEGIC DEVELOPMENT PLANNING AUTHORITY

Description (1)	Agreed Annual Budget (2)	Year to Date Budget (3)	Year to Date Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance	
	£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs	430	231	231	0	231	0	0.0%
Property Costs	68	42	42	0	42	0	0.0%
Supplies & Services	43	34	41	0	41	(7)	-20.6%
Contractors and Others	9	5	5	0	5	0	0.0%
Transport & Plant Costs	0	0	0	0	0	0	0.0%
Administration Costs	42	11	11	0	11	0	0.0%
Payments to Other Bodies	7	1	1	0	1	0	0.0%
GROSS EXPENDITURE	599	324	331	0	331	(7)	-2.2%
Contributions from Local Authorities	(580)	(326)	(326)	0	(326)	0	0.0%
Other Income	(19)	0	0	0	0	0	0.0%
INCOME	(599)	(326)	(326)	0	(326)	0	0.0%
TRANSFER (TO)/FROM RESERVES	(0)	(2)	5	0	5	(7)	

£000's

Bottom Line Position to 10th November 2017 is an overspend of
Anticipated Year End Budget Position is breakeven

Opening Reserves
Projected to breakeven
Projected Closing Reserves

(7)
0
(288)
0
(288)

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

To: Joint Committee

On: 12 December 2017

Report by: The Treasurer and the Strategic Development Plan Manager

Heading: Revenue Estimates 2018/19

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 Glasgow and the Clyde Valley Strategic Development Planning Authority, including the requisition of the constituent authorities, for financial year 2018/19 and indicative planning figures for 2019/20 and 2020/21.
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2. Recommendations

- 2.1 It is recommended that Members:-

- Agree the revenue estimates for financial year 2018/19 and the related requisitions of the constituent authorities,
 - 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 materially change, and,
 - Note the indicative estimates for 2019/20 and 2020/21.
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3. Background

- 3.1 The Annual Revenue Estimates process each year outlines the summary revenue budget position for the organisation. The budget estimates provided in the attached Appendix 1 outline the projected position and proposed requisition for 2018/19, and also outline an indicative projected position for 2019/20 and 2020/21 for member's information and as an aid to constituent authorities financial planning. The assumptions used in developing these projections are outlined in section 4 below.

- 3.2 The financial environment in which the Joint Committee and member authorities operate continues to be characterised by significant demand and cost pressures, compounded by reducing levels of grant support. It is anticipated that the Scottish Budget and local government settlement to be announced on 14 December will again reflect a revenue grant cut for local authorities. It is also possible that the settlement announced will again be for a single financial year only, adding significant uncertainty to financial forecasts.
- 3.3 Following its review of the Scottish planning system the Scottish Government will publish a new Planning Bill in December 2017. The new Planning Bill will have significant implications for the role and function of the Joint Committee and the Scottish Government intend to bring forward detailed arrangements for transitioning into the new planning systems. It is considered that this transition period could be between 18 - 24 months based on the implementation of the last Planning Bill. Until such times planning authorities should continue to undertake their duties as defined in the existing legislation.
- 3.4 The ongoing discussions around the establishment of a Glasgow City Region Regional Economic Partnership will also have implications for the future role and function of the Joint Committee and its staff. It is anticipated that these discussions will align themselves with the transitional arrangements of the Planning Bill.
- 3.5 In terms of key risks facing the Joint Committee, as outlined in a separate report to the meeting, an appeal has been lodged with the Court of Session against Scottish Ministers and Clydeplan (as an interested body) with regards their approval of the Clydeplan Strategic Development Plan. While no certainty with regards the costs of defending this appeal or the outcome of the appeal can be made at this stage, it is the view of the Treasurer that it would be prudent to maintain ringfenced reserves at their current level in order to meet any associate costs.
- 3.6 The Local Authority contribution has now been held at £72,438 per member for the last 6 financial years (2012/13 to 2017/18). This level of requisition ensures the financial and operational sustainability of the organisation while also continuing to maintain reserves at a level which should contain the short term impact of any other unforeseen risks and events.
- 3.7 The Joint Committee has over recent years reduced general reserves to a level considered more in line with the level considered prudent, and this will continue to be closely monitored in light of any emerging risks, balancing this against the financial demands on requisitioning authorities.

4. Budget Assumptions

- 4.1 The budget has been constructed on the basis of a fundamental examination of the core operations of Glasgow and the Clyde Valley Strategic Development Planning Authority, and is based on the following assumptions:
- budget provision for inflation on employee costs has been included at an estimated 2% for 2018-19, due to the removal of the 1% cap on

public sector pay. It is recognised that national pay negotiations remain ongoing and should the agreed position be in excess of this budget provision an appropriate adjustment will require to be made to the 2018-19 position

- in line with previous years practice no inflationary adjustment has been made to any non-pay expenditure lines;
- requisitions are held at 2017/18 levels both in 2018/19 and indicatively in future years.

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. At this point both major areas of risk for the Joint Committee in the medium term – the level of pay award and the level of requisition income (broadly linked to the movement in the level of grant available to local government) – are unknown. However, there appear to be considerable downside risks. For members information, a 1% cut to requisition would cost £5,800 while an additional 1% increase in pay award would cost £4,300.
- 5.3 Estimates of potential cuts to the 2018/19 local government settlement range across Scotland; however they are broadly in the 3-5% range. The Joint Committee will continue to be mindful of the financial pressures member authorities face and work with them to address these challenges.
- 5.4 The requisition income available to the Joint Committee has therefore been modelled on the previous planning assumption of no increase or decrease in requisition for 2018/19, with the remaining reserves balance being used to mitigate against requisitions increases and 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 2017 indicate that the level of reserves is £288,241. Of these reserves, £192,486 is earmarked for specific purposes, with £95,755 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 At its meeting in September 2017 the Joint Committee agreed not to trigger the break option in the lease for the office accommodation at 125 West Regent Street. This would run the lease through to October 2019 and allow consideration of alternative accommodation options in the context of new Planning Bill and any related transitional arrangements.

- 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.
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Appendix 1

Estimates of Expenditure and Income for the Year Ended 31st March 2018 to 31st March 2021 Glasgow & Clyde Valley Strategic Development Planning Authority

OVERVIEW

	Approved 2017/18	Probable 2017/18	Proposed 2018/19	Indicative 2019/20	Indicative 2020/21
Expenditure					
Employee Costs	430,000	445,300	449,300	463,100	477,500
Property Costs	67,500	67,500	67,500	67,500	67,500
Supplies and Services	43,300	56,500	43,300	43,300	43,300
Consultants	9,000	9,000	9,000	9,000	9,000
Administration	41,800	41,900	41,800	41,800	41,800
PTOB	7,100	4,900	7,100	7,100	7,100
Required Saving/Drawdown of Reserves			(19,300)	(33,100)	(47,500)
Total Expenditure	598,700	625,100	598,700	598,700	598,700
Income					
Requisition	579,500	579,500	579,500	579,500	579,500
Other Income	19,200	45,600	19,200	19,200	19,200
Total Income	598,700	625,100	598,700	598,700	598,700
NET EXPENDITURE/(INCOME)	-	-	-	-	-
Application of Balances					
Earmarked Reserves	192,486	192,486	192,486	192,486	192,486
General Reserves	95,755	95,755	95,755	95,755	95,755
TOTAL Balance Brought Forward	288,241	288,241	288,241	288,241	288,241
Contribution to/ (Application of) Earmarked Reserves	-	-	-	-	-
Surplus Carried Forward	288,241	288,241	288,241	288,241	288,241
Contribution per Authority	72,438	72,438	72,438	72,438	72,438
Reduction in Requisition			0%	0%	0%
General Reserves as % of gross revenue spend	16%	15%	16%	16%	16%

Earmarked Reserves:-					
Strategic Development Plan Contingency Fund	192,486	192,486	192,486	192,486	192,486
Contribution to/from earmarked reserves	-	-	-	-	-
TOTAL Earmarked Reserves	192,486	192,486	192,486	192,486	192,486
General Reserves:-					
General Reserves	95,755	95,755	95,755	95,755	95,755
Less: anticipated underspend/overspend	-	-	-	-	-
Net General Reserves available	95,755	95,755	95,755	95,755	95,755
TOTAL Reserves Carried Forward	288,241	288,241	288,241	288,241	288,241

Estimates of Expenditure and Income for the Year Ended 31st March 2018 to 31st March 2021
Glasgow & Clyde Valley Strategic Development Planning Authority
Requisition Payable by Member Councils

		2018/2019 £	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	
			16-Apr-18	10-Sep-18

Glasgow and the Clyde Valley Strategic Development Planning Authority

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

On: 11th December 2017

Report by

Max Hislop, GCV Green Network Partnership Manager

**GCV Green Network Partnership Business Plan 2017/20
and Programme Plan 2018/19**

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 2018/19.

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 2018/19.

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 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 2017-20 and Programme Plan 2018/19

- 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 2018/19 describes the programme of work for the continuing development of the GN Programme in the year 2018/19. A budget for the GN Partnership's Executive Team for 2018/19 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 2018/19 outlines the 'strategic' and 'geographic' project work to be undertaken by the Partnership.

The Strategic Projects for 2018/19 are:

- **The GCV Green Network 'Blueprint'** - work with all GCR local authorities on a spatial representation of the Green Network;
- **Overcoming barriers to Green Infrastructure delivery in new residential developments** – completion of 'frontrunner demonstrations of a GI Benchmark for Scotland and promotion of model GI policies

The Geographic projects for 2018/19 are:

- **Green Network Strategic Delivery Areas** - project proposals and community engagement for Upper Greenock (Inverclyde), Clydebank (West Dunbartonshire), Renfrew (Renfrewshire) and Yoker (Glasgow). Potential HLF 'Great Places Scheme' for the Inner Clyde Estuary;
- **Natural Flood Management Study (NFM): River Kelvin** - deliver NFM studies for the River Kelvin and White Cart catchments Potentially Vulnerable Areas;
- **South Lanarkshire Open Space Strategy** - assist in the preparation of the new strategy in South Lanarkshire.

The Budget 2018/19

- 4.3 The budget for the GCVGNP in 2018/19 is £203,300. 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 45% of funding. Project related external income will make up the remaining 14% of the budget.
- 4.5 The local authority contribution to the 2018/19 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 2018/19 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 2018/19

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

1. Budget 2018/19

The GCVGNP budget for 2018/19 is £203,300. The budget is comprised of four major areas of expenditure:

Staff costs:	£150,600
Property costs:	£21,900
Office/admin costs:	£22,800
Communications:	£8,000

A breakdown of these figures into individual account lines managed by Renfrewshire Council on behalf of the Partnership 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 GCVSDPA team).

The Programme Plan budget outlined above does not pay for the salaries and overheads of external or non-core team posts. The funding required to sustain these posts is provided by CSGNT, TCV through their own funding bids or through individual project funding.

2. Staffing 2018/19

In 2018/19 the Executive Team (see Figure 1) will be comprised of three full-time salaried posts:

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

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.

A successful application to the Heritage Lottery Fund's Great Places Scheme (GPS) will mean that 2 posts will be created to deliver the funded outputs. A GPS Development Officer would report directly to the Executive Team's Project Development Officer, whilst a GPS Community Engagement Officer would be employed by TCV and report in-directly to the Project Development Officer. Notification of the outcome of the bid will be before 31st December 2017.

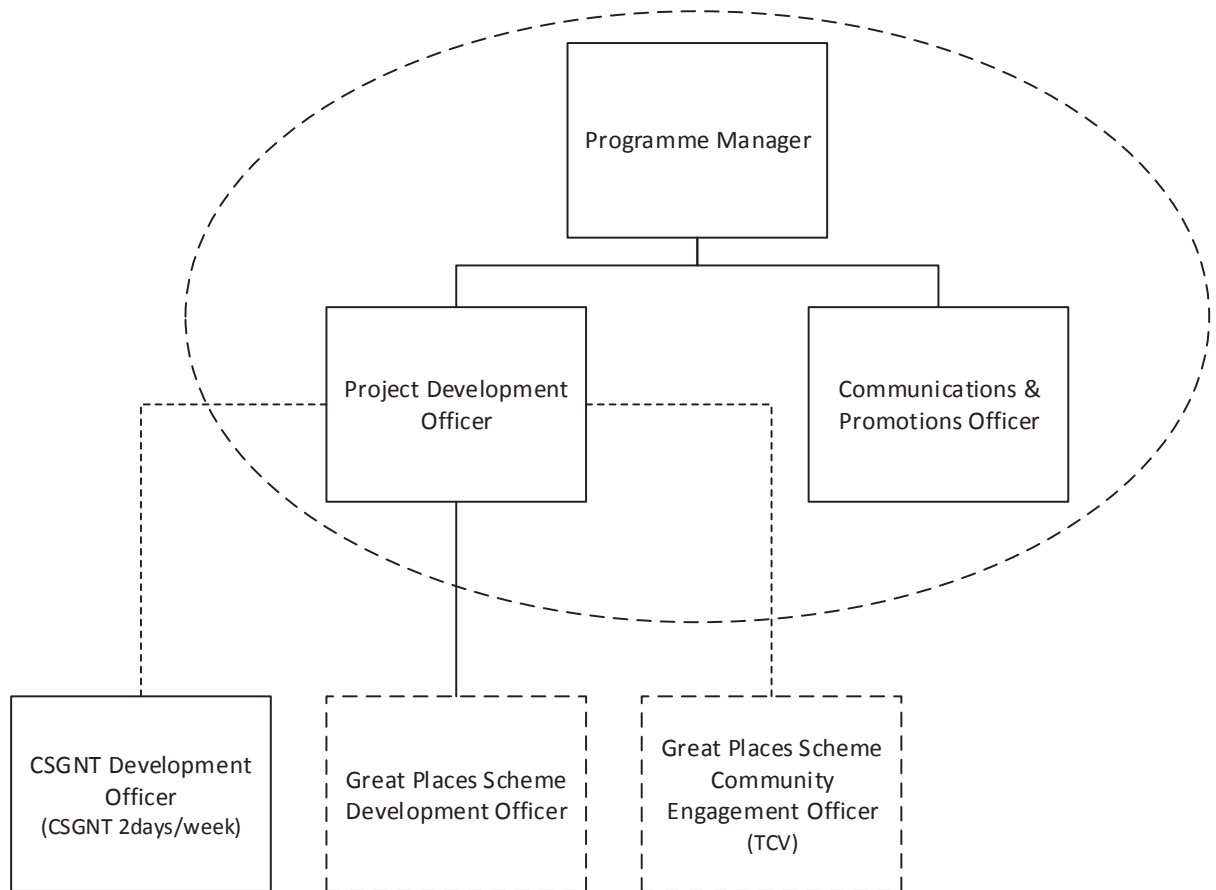


Figure 1. GCVGNP's Executive Team 2018/19 (core team within the dotted line)

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

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

An overview of the Executive Team's strategic project work for 2018/19 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 2018/19

Project	Partners	Comment
1. The GCV Green Network 'Blueprint'	all GCVGNP partners	Work with partners to draft a spatial representation of the GCVGN
a. The People Network		Complete the 'on the ground' assessment of all connections
b. The Wildlife Network		Complete an analysis of the regional 'wildlife network'
c. Blueprint Action Plan		Start to compile actions for delivery of the 'Blueprint' to form an Action Plan
d. GN Blueprint Indicator		Develop an indicator to monitor the extent of delivery of the 'Blueprint'
2. Overcoming Barriers to GI Delivery in New Residential Development	CSGNT	Continuation of this study with financial support for the project from CSGNT
a. Frontrunner demonstrations of a GI Benchmark for Scotland	East Renfrewshire, North Lanarkshire, West Dunbartonshire	
b. Evaluation workshop for the GI Benchmark in Scotland		
c. Garner support for next steps		

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 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 progressed the development of a methodology for 'on the ground' assessment of 'Blueprint' connections and this was tested on several connections. An approach to complete the assessment of all 340+ connections was agreed.

In 2018/19 the Executive Team will:

- a. Complete the 'on the ground' assessment of all Blueprint connections;
- b. Complete an analysis of the regional 'wildlife network' for inclusion in the Blueprint;
- c. Start to compile actions for delivery of the 'Blueprint' to form an Action Plan
- d. Develop an indicator to monitor the extent of delivery of the 'Blueprint'

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 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 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, with funding support from the CSGNT. A project brief was drafted. Support for the initial tasks described within the brief was identified and secured.

In 2017/18 the Executive Team continued to work on the 'Overcoming the barriers to the delivery of green infrastructure in new residential development' study in the CSGN area with funding support from the CSGNT. Working with the University of the West of England and Gloucester Wildlife Trust, who have developed a prototype GI Benchmark, a workshop was held in Central Scotland

to gauge the 'appetite' for testing the GI Benchmark in Scotland. This was well received and a series of 6 frontrunner demonstration projects were identified across Central Scotland for testing of the GI Benchmark.

The Executive Team also completed a comprehensive assessment of GI policies in the 19 CSGN local authorities.

In 2018/19 the Executive Team will:

- Facilitate the completion of the six frontrunner demonstration projects for the GI Benchmark, of which 3 will be in the GCV region.
- Facilitate a stakeholder workshop for those involved in the demonstration workshops and wider stakeholders to complete the adaptation of the GI Benchmark for Scotland.
- Identify and agree the next steps for the progression of the tasks identified in 'Overcoming barriers to GI delivery in new residential developments in the CSGN' project brief. Garner support to progress the next steps from stakeholder organisations.

5. Geographical Projects for 2018/19

The Executive Team's geographical project work for 2018/19 is show in Table 3 below.

Table 3. Summary of Geographical Project work 2018/19

Project	Partners	Comment
1. Strategic Delivery Areas 'Pride of the Clyde': Inner Clyde Estuary Great Places Scheme	TCV; SNH; Inverclyde; West Dunbartonshire; Glasgow City; Renfrewshire; Historic Environment Scotland.	
a. Establish 'Pride of the Clyde' team		Recruit Development and Community Engagement Officers
b. 'Pride of the Clyde' vision		Commission and oversee delivery of a Vision Document to promote 'Pride of the Clyde'
c. Stakeholder organisation engagement		Commence strategic engagement of stakeholder organisations
d. Community engagement		Commence strategic community engagement
2. Natural Flood Management Study: River Kelvin & White Cart Catchments	Glasgow City, East Dunbartonshire Renfrewshire, East Renfrewshire, SEPA	Deliver NFM studies for the River Kelvin and White Cart Catchment Potentially Vulnerable Areas on behalf of Clyde & Loch Lomond Local Plan District for the Flood Risk Management Act.
3. South Lanarkshire Open Space Strategy	South Lanarkshire	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 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. 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 it was recognised that because of the geographic proximity of the four SDAs there was an opportunity to amalgamate the SDAs into a larger Green Network vision for the inner Clyde estuary. In doing so the geographic span of an inner Clyde estuary vision would deliver the actions identified in the individual SDA Action Plans, but also provide a mechanism for the delivery of Green Network actions in additional inner Clyde estuary SDAs.

In spring 2017 the Heritage Lottery Fund (HLF) launched their pilot 'Great Places Scheme' and it was recognised that a successful application to the scheme would provide the necessary resources to develop a shared Green Network vision for the inner Clyde estuary.

The Executive Team submitted an application to the HLF Great Places Scheme which, if successful, will fund extra capacity to develop Green Network proposals for 9 SDAs spanning Inverclyde, Renfrewshire, West Dunbartonshire and Glasgow. The 'Pride of the Clyde' Great Place project will aim to build partnerships with public, private and third sector organisations in the relevant areas to embed 'heritage' in plans and strategies for the future. Notification of the outcome of the application will be before the end of December 2017.

If the Great Places Scheme application is successful, **in 2018/19 the Executive Team will:**

- a. Recruit 'Pride of the Clyde' staff
- b. Commission and oversee the production a 'Pride of the Clyde' vision document
- c. Commence engagement with stakeholder organisations
- d. Commence community engagement in partnership with TCV.

If the Great Places Scheme application is unsuccessful, in 2018/19 the Executive Team will look to develop a Green Network vision for the inner Clyde estuary with relevant partners with a view to resubmitting an application to the Great Places Scheme, or another funding mechanism, to further the Partnership's aim of facilitating Green Network delivery in the SDAs.

5.2 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 was asked to deliver three NFM studies for the district. These are located in:

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

The studies:

- 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 commissioned two NFM studies for the River Kelvin and the White Cart catchments.

In 2018/19 the Executive Team will oversee the delivery of the NFM studies for the River Kelvin and the White Cart catchments.

5.3 South Lanarkshire Open Space Strategy

South Lanarkshire Council are working to complete an update of their Open Space Strategy. 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'

In 2018/19 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 2018/19

In 2016/17 communications work focussed on showcasing the Partnership's big projects to make the case for continued funding. Key pieces of work included:

- Our '10 year Partnership Review' Brochure; and
- Promotion of the Partnership's 'Showcase' Film;

In 2017/18, a refreshed website was launched and a programme of communications activity focussed on promotion of:

- The Green Network Blueprint
- Strategic Delivery Area projects and vision
- The Green Infrastructure (or 'Building with Nature') Benchmark

Activity for 2018/19 will highlight the significant progress made to date in pursuing the Green Network Vision this will demonstrate the value of the Partnership in ambitiously pursuing the Green Network agenda.

Two key pieces of work already produced which will require further promotion into the 2018/19 period are:

- Our '10 year Partnership Review' Brochure; and
- The Partnership's 'Showcase' Film.

This work features case studies which successfully demonstrate the Partnership's progress to date in working toward delivery of our Vision and will continue to feature prominently on our website and YouTube channel.

For 2018/19 however, it is important that we build on these successful case studies by developing new ones which demonstrate current work underway, both undertaken by the Partnership and wider Partnership. To this end, we aim to promote a programme of 'delivery case studies' framed around development of the Blueprint/wider Green Network.

A campaign will be developed to identify and showcase local projects already underway linking up identified nodes and connections across the Green Network. The campaign will identify opportunities and highlight good practice.

We will consider opportunities to promote this 'Living Network' campaign potentially through an interactive map or online resource. Initial work will begin by building up a series of case studies from across the GCV city region featuring partner projects, possibly detailing funding streams and how the project could be replicated elsewhere.

Other ongoing projects such as the SDA's and GI Benchmark, will continue to be promoted through our regular communications channels.

To support this activity, the Executive Team will:

- Prepare and circulate regular GN News Updates and Enews Flashes
- Update and refresh content across the new GN website
- Increase sign ups and engagement via E-News and Twitter channels
- Evaluate and promote our LinkedIn site
- Monitor and evaluate our Digital sites regularly
- Continue to adjust promotional approaches due to analytics intelligence.

Appendix 2: GCVGNP Programme Management Budget 2018/19

	2017/18		2018/19
	Budget	Projection	Proposed
	£	£	£
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
Total Local Authority Income	93,385	93,385	93,385
SNH	33,619	31,580	32,528
Forestry Commission Scotland	33,619	31,513	32,528
Glasgow Centre for Pop ⁿ Health	14,008	14,008	14,008
SEPA	4,669	4,669	4,669
Total Other Partners	85,915	81,770	83,733
Project Income (CSGNT etc)	30,700	21,505	26,182
Total Income	210,000	196,660	203,300
EXPENDITURE			
Employee Costs			
Salaries	117,300	112,152	114,480
Superannuation	22,300	21,552	21,982
National Insurance	12,300	11,093	12,337
Travel & subsistence	1,200	1,200	1,200
Training	600	600	600
Total employee costs	153,700	146,597	150,599
Property Costs			
Rent/Rates/Electricity	21,000	21,000	21,000
Contract Cleaning	900	900	900
Total property costs	21,900	21,900	21,900
Supplies and Services			
Office Equipment	100	100	100
IT/LAN Hardware	200	200	200
IT Software & Support	3,600	3,600	3,600
Communications	8,000	8,000	8,000
Total supplies & services costs	11,900	11,900	11,900
Admin Costs			
Internal Copying	0	0	0
Stationery & Consumables	2,600	2,600	2,600
Postage	500	500	500
Telephones	800	800	800
Conferences & Courses	500	500	500
Books & Publications	0	0	0
Finance & Admin Services	18,000	12,475	14,400
Total administration costs	22,400	16,875	18,800
Payment to Others			
Misc (Hospitality)	100	100	100
Total Payment to others costs	100	100	100
Total Expenditure	210,000	197,372	203,299
Net Surplus / (Deficit)	0	-712	0
Revenue Reserves			
Balance as at 1 April	43,000	43,000	43,000
Drawdown in year			
Balance as at 31 March	43,000	43,000	43,000



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

CONTENTS

1. INTRODUCTION	ii
1.1 The GCVGNP Business Plan	ii
1.2 GCVGN Partnership Aims and Objectives.....	ii
1.3 The Central Scotland Green Network	ii
1.4 The National Planning Framework.....	iii
1.5 Scottish Planning Policy.....	iii
2. DELIVERING ON THE PARTNERSHIP'S REMIT	v
2.1 Purpose: to work strategically and add-value	v
2.2 Aim: to develop a co-ordinated approach to delivery	v
2.3 Objective 1: to help deliver across the SDP area.....	v
2.4 Objective 2: to champion the Green Network across the GCV region	vi
2.5 Objective 3: to act as a catalyst and facilitator	vi
2.6 The Emphasis for the 2017-20 Work Programme.....	viii
3. PROGRAMME PLAN 2017-20	xii
3.1 GN Partnership and Programme	xii
3.2 Partnership Programme.....	xii
3.3 Finances 2017-20	xiii
3.4 Partnership Reserves	xiii
APPENDICES.....	xiv
Appendix 1. Terms of Reference	xiv
Appendix 2. Financial Projections.....	xvii

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
Purpose: work strategically / add value		Sustain
Aim: co-ordinated delivery		Sustain
Objectives:		
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 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 2018- 19

	2017/18		2018/19
	Budget	Projection	Proposed
	£	£	£
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
Total Local Authority Income	93,385	93,385	93,385
SNH	33,619	31,580	32,528
Forestry Commission Scotland	33,619	31,513	32,528
Glasgow Centre for Pop ⁿ Health	14,008	14,008	14,008
SEPA	4,669	4,669	4,669
Total Other Partners	85,915	81,770	83,733
Project Income (CSGNT etc)	30,700	21,505	26,182
Total Income	210,000	196,660	203,300
EXPENDITURE			
Employee Costs			
Salaries	117,300	112,152	114,480
Superannuation	22,300	21,552	21,982
National Insurance	12,300	11,093	12,337
Travel & subsistence	1,200	1,200	1,200
Training	600	600	600
Total employee costs	153,700	146,597	150,599
Property Costs			
Rent/Rates/Electricity	21,000	21,000	21,000
Contract Cleaning	900	900	900
Total property costs	21,900	21,900	21,900
Supplies and Services			
Office Equipment	100	100	100
IT/LAN Hardware	200	200	200
IT Software & Support	3,600	3,600	3,600
Communications	8,000	8,000	8,000
Total supplies & services costs	11,900	11,900	11,900
Admin Costs			
Internal Copying	0	0	0
Stationery & Consumables	2,600	2,600	2,600
Postage	500	500	500
Telephones	800	800	800
Conferences & Courses	500	500	500
Books & Publications	0	0	0
Finance & Admin Services	18,000	12,475	14,400
Total administration costs	22,400	16,875	18,800
Payment to Others			
Misc (Hospitality)	100	100	100
Total Payment to others costs	100	100	100
Total Expenditure	210,000	197,372	203,299
Net Surplus / (Deficit)	0	-712	0
Revenue Reserves			
Balance as at 1 April	43,000	43,000	43,000
Drawdown in year			
Balance as at 31 March	43,000	43,000	43,000

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 2018/19.
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 2019. No allowance has been made for increases in office and administration costs.
5. Salary, superannuation and National Insurance costs for 2018/19 assume that:
 - No staff will leave during the year,
 - Pay award of 2% applicable from 1st April,
 - Communications Officer works part-time (0.6 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

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

On: 11th December 2017

**Report by
Stuart Tait, Manager**

Action Programme Publication

1. Summary

- 1.1 The purpose of this report is to update the Joint Committee on the publication of the Action Programme in support of the recently approved Clydeplan Strategic Development Plan (July 2017).

2. Recommendation

- 2.1 It is recommended that the Joint Committee
- note the publication of the Clydeplan Strategic Development Plan Action Programme (Oct 2017);
 - note that the Action programme will be kept under review and republished within the next two years.

3. Action Programme

- 3.1 As per the requirement of Circular 6/2013 Development Planning, the Action Programme was published on 24th October 2017 which was within three months of the date of Strategic Development Plan's approval.
- 3.2 Given that the publication date fell before the December Joint Committee meeting the Joint Committee agreed that the Action Programme be published following the agreement of the Joint Committee Convenor and Steering Group Chair. The SDP manager received this agreement prior to publication.
- 3.3 Copies of the Action Programme were sent to the Scottish Ministers, placed in local libraries and published online.
- 3.4 A hard copy of the Action Programme will be available to Members on the day of the Committee and can also be viewed at www.clydeplan-sdpa.gov.uk/docman/current-plan-july-2017-key-documents/239-action-programme-2017/file. A summary of the Actions are attached in the Appendix.
- 3.5 The Action Programme is framed around Clydeplan's role in supporting and facilitating the delivery, through joint working, of the Strategic Development Plan Vision and Spatial Development Strategy. It also acknowledges and supports the actions identified within the Glasgow City Region Economic Strategy and Action Plan (February 2017) as they relate to the Strategic Development Plan.

Appendix

Actions

A City Region Vision- Leadership and Delivery

- LD1 City Region Placemaking
 - LD2/1 Glasgow City Region – Partnership Working
 - LD2/2 Glasgow City Region – Economic Strategy and Action Plan
 - LD2/3 Glasgow City Region – Monitoring and Intelligence
 - LD2/4 Glasgow City Region - City Deal Infrastructure Projects
- LD3 Identify Regional Priorities
- LD4 Promote and support Glasgow City Centre

City Region as a Successful and Sustainable Place

- SSP1 Delivering Sustainable Economic Growth
- SSP2 Strategic Economic Investment Locations
- SSP3 Network of Strategic Centres
- SSP4 Supporting Infrastructure Delivery
- SSP5 Enabling Delivery of New Homes
 - SSP5/1 - Monitoring Activities
 - SSP5/2 - Housing Need and Demand Assessment
 - SSP5/3 - Activities to Support Delivery
 - SSP5/4 - Knowledge Sharing and Best Practice
- SSP6 Ravenscraig (NPF3 National Development)



City Region as a Low Carbon Place

City Region as a Natural Resilient Place

- LC/NRP1 Collaborative Delivery of a Low Carbon and Natural, Resilient Place
- LC/NRP2 Preparation of supplementary guidance for strategic heat infrastructure
- LC/NRP3 Preparation of supplementary guidance for Forestry and Woodland
- LC/NRP4 Preparation of supplementary guidance for construction aggregates.
- LC/NRP5 Climate Ready Clyde
- LC/NRP6 Integrating the Green Network (NPF3 -National Development)
- LC/NRP7 Metropolitan Glasgow Strategic Drainage Scheme (NPF3 National Development)
- LC/NRP8 Clyde Marine Planning
- LC/NRP9 Monitoring Activities



City Region as a Connected Place

- CP1 Delivering a Connected Place (NPF3 National Development)
- CP2 Regional Transport Strategy
- CP3 Promote active travel (NPF3 National Development)
- CP4 High Speed Rail (NPF3 National Development)



Development Plan and Development Management Activities

- DP1 Regional Spatial Strategy Preparation
- DP2 Local Development Plan Preparation
- DP3 Awareness Raising
- DP4 Partnership Working
- DP5 Development Management Activities

A City Region Vision- Leadership and Delivery

LD1	City Region Placemaking
<p>Having set an appropriate policy context, Clydeplan will continue to work collaboratively with key partners and stakeholders to undertake activities to promote and support the creation of a successful city region and quality places.</p>	

LD2/1	Glasgow City Region - Partnership Working
<p>Clydeplan will continue to work collaboratively with Glasgow City Region portfolios (including the Portfolio Development Senior Officers currently being recruited around the themes of Place, People and Business), delivery partners and other stakeholders, to support and promote implementation of the aspirations of the Glasgow City Region Economic Strategy and Clydeplan spatial strategy.</p>	

LD2/2	Glasgow City Region - Economic Strategy and Action Plan
<p>Clydeplan will continue to work collaboratively with the Glasgow City Region portfolios, delivery partners and stakeholders to support and promote implementation of the Glasgow City Region Economic Strategy and Action Plan. In particular from a land use perspective the following actions are aimed at increasing the number of housing completions, ensuring a supply of industrial and business land and decreasing the amount of derelict and vacant land;</p> <ul style="list-style-type: none"> • enable the construction of over 110,000 new homes, including social housing, across the City Region by 2035; • submit a proposal to the UK and Scottish Governments asking them to notify the City Region of all surplus land holdings and that the City Region should have first refusal on all public surplus land for housing led development; • develop a Glasgow City Region Housing Strategy, supported by a co-ordinated Housing Investment Plan; • Reuse 3,000 hectares of vacant and derelict land by 2035 underpinned by a regional land use spatial strategy; and, • secure a steady supply of land to meet the shared regional and national aims of economic growth, jobs and new housing. 	

LD2/3	Glasgow City Region – Monitoring and Intelligence
<p>Clydeplan will continue to work collaboratively with the Glasgow City Region portfolios, delivery partners and stakeholders, to support and deliver the evidence, monitoring and intelligence required to develop the required strategic policy responses, and will seek to work closely with the Intelligence Hub, once established.</p>	

LD2/4	Glasgow City Region - City Deal Infrastructure Projects
<p>Clydeplan will continue to work collaboratively with the Glasgow City Region portfolios, delivery partners and stakeholders to support and promote implementation of the City Deal projects in support of the Glasgow City Region Economic Strategy and Clydeplan spatial strategy.</p>	

LD3	Identify Regional Priorities
<p>Clydeplan will continue to work collaboratively with its Glasgow City Region delivery partners and wider stakeholders, to identify regional priorities as referenced within the Planning Review, which will be likely to inform the refreshed National Planning Framework and ongoing activities within the Glasgow City Region.</p>	

LD4	Promote and Support Glasgow City Centre
<p>Clydeplan includes a Joint Strategic Commitment that encourages decision making from all stakeholders to support and protect the role and function of the City Centre, and Clydeplan will continue to work with delivery partners and stakeholders to support this aim. This will include implementation of the relevant City Deal Projects.</p>	

City Region as a Successful and Sustainable Place

SSP1 Delivering Sustainable Economic Growth

Clydeplan has set a policy context that supports sustainable economic growth and the delivery of the aims of the Glasgow City Region Economic Strategy and Action Plan to increase jobs and the working population. Clydeplan will continue to work collaboratively with Glasgow City Region partners and stakeholders to support delivery with a particular focus on the identified Strategic Economic Investment Locations, the Network of Strategic Centres and placemaking.

SSP2 Network of Strategic Centres

Clydeplan will continue to work collaboratively with Glasgow City Region delivery partners and stakeholders to undertake activities to promote and support the Network of Strategic Centres identified in Clydeplan in support of the aims of the Glasgow City Region Economic Strategy and Action Plan and the creation of great places.

SSP3 Strategic Economic Investment Locations (SEILs) and Freight Hubs

Clydeplan will continue to work collaboratively with Glasgow City Region delivery partners and stakeholders to undertake activities to promote and support the 22 Strategic Economic Investment Locations and 7 Strategic Freight Transport Hubs identified in Clydeplan in support of the aims of the Glasgow City Region Economic Strategy and Action Plan and the creation of great places.

SSP4 Supporting Infrastructure Delivery

Clydeplan will continue to work collaboratively with Infrastructure Providers, Glasgow City Region delivery partners and other stakeholders to identify strategically significant infrastructure projects required to deliver the Economic Strategy and the Clydeplan spatial development strategy and vision.

SSP5 Enabling Delivery of New Homes

Clydeplan will continue to work with delivery partners and stakeholders to promote and support housing delivery and to deliver on the Economic Action Plan which states that to meet the identified need and demand for housing, the City Region will enable the construction of over 110,000 new homes by 2035.

SSP5/1	Supporting Housing Delivery
<p>Clydeplan and the constituent local authorities will continue to develop, support and undertake activities that contribute to the delivery of new homes including those action identified in LD2/2, Glasgow City Region – Economic Strategy and Action Plan to enable the construction of over 110,000 new homes, including social housing, across the City Region by 2035.</p>	

SSP5/2	Monitoring Activities
<p>Clydeplan will continue to work with partners (the Glasgow City Region, the GCVHMP, Homes for Scotland, housebuilders, consultants and Registered Social Landlords,) to undertake annual monitoring of housing land and delivery, community growth areas, house prices and other relevant indicators, to maintain and develop its understanding of current issues in order to develop the appropriate policy responses.</p> <p>In particular, Clydeplan and Homes for Scotland will work closely to assist with the completion of the local authority annual Housing Land Audit process before 31st September each year.</p>	

SSP5/3	Housing Need and Demand Assessment (HNDA)
<p>Clydeplan will continue to facilitate and coordinate the preparation of the HNDA and related joint working around housing evidence and delivery, on behalf of the Glasgow City Region Housing Market Partnership (GCRHMP) comprising lead planning and housing officers from the local authorities.</p>	

SSP6	Ravenscraig (NPF3 National Development)
<p>Clydeplan will continue to support the delivery of this major mixed use development opportunity now identified within Clydeplan as a Green Network Strategic Delivery Area.</p>	

City Region as a Low Carbon	Natural Resilient Place
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LC/NRP1	Collaborative Delivery of a Low Carbon and Natural, Resilient Place
Clydeplan sets a policy context to support the delivery of a low carbon, natural and resilient place and will continue to work collaboratively with delivery partners and wider stakeholders to develop and undertake proactive activities to promote and support its delivery.	

LC/NRP2	Preparation of supplementary guidance for strategic heat infrastructure
Clydeplan sets a policy context to support the delivery of heat and electricity and will prepare supplementary guidance to address cross boundary issues for strategic heat infrastructure.	

LC/NRP3	Preparation of supplementary guidance for Forestry and Woodland
Clydeplan sets a policy context to support appropriate forestry and woodland planting and minimise its loss and will prepare supplementary guidance in support of those aims.	

LC/NRP4	Preparation of supplementary guidance for construction aggregates.
Clydeplan sets a policy context to support the provision of an adequate supply of minerals and construction aggregates and will prepare supplementary guidance to set out how this is to be achieved.	

LC/NRP5	Climate Ready Clyde
Clydeplan will continue to work collaboratively with partners to develop the 'Climate Ready Clyde' Partnership and to assist in the development of a Regional Climate Change Adaptation Strategy and related Action Plan, in order to ensure that the Glasgow City Region is well adapted and sufficiently resilient to cope with the impacts of climate change.	

LC/NRP6	Integrating the Green Network incorporating Central Scotland Green Network (NPF3 National Development)
<p>Clydeplan will continue to set a policy context to support development and the integration of the Green Network, and support the delivery of the project objectives around: the integration of the central Scotland green and blue spaces; biodiversity; regeneration; healthy lifestyles; connected spaces; resilience; and sustainability.</p>	

LC/NRP7	Metropolitan Glasgow Strategic Drainage Scheme (MGSDP) (NPF3 National Development)
<p>Clydeplan as a member of the MGSDP Board, will continue to support the delivery of the project's objectives around flood risk reduction; river water quality improvement; enabling economic development; habitat improvement; and integrated investment planning, within the water catchment area.</p>	

LC/NRP8	Clyde Marine Planning
<p>Clydeplan as a member of the Clyde Marine Planning Partnership Board, will continue to support the delivery of the project's objectives towards integrated, sustainable and co-ordinated planning and management of the Clyde Marine Region's environmental, economic and community resource.</p>	

LC/NRP9	Monitoring Activities
<p>Clydeplan, in collaboration with its wider stakeholders, will continue to undertake monitoring of relevant issues and indicators, including through the Strategic Environmental Assessment (SEA) and Habitats Regulations Appraisal (HRA) processes, to maintain and develop its understanding of current relevant environmental trends and to enable informed policy responses.</p>	

City Region as a Connected Place

CP1	Delivering a Connected Place
<p>Clydeplan has set a policy context to deliver a connected and compact city model which facilitates higher levels of active travel and supports the delivery of the key transport infrastructure requirements, and will continue to collaborate with the key stakeholders in its delivery and in the identification of the city region's future transport actions and interventions.</p>	

CP2	Regional Transport Strategy
<p>Clydeplan along with other stakeholders, will continue to support Strathclyde Partnership for Transport (SPT) in the preparation of the refreshed Regional Transport Strategy currently in preparation, and will support the development of a Glasgow City Region Strategic Transport Plan being led by the Glasgow City Region Transport and Connectivity portfolio.</p>	

CP3	Promote Active Travel (NPF3 National Development)
<p>Clydeplan has set a policy context to support the delivery of active travel and will continue to collaborate with the key stakeholders in the identification of support measures and interventions.</p>	

CP4	High Speed Rail (NPF3 National Development)
<p>Clydeplan has set a policy context to support the delivery of HSR and will continue to collaborate with the key stakeholders in the identification of measures to support its delivery including securing and safeguarding land and route options.</p>	

Development Plan Preparation and Promotional Activities
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DP1	Regional Spatial Strategy Preparation
Action	Prepare and maintain an up to date regional spatial strategy to reflect the current policy context and based on an updated Monitoring Statement, in accordance with statutory requirements.

DP2	Local Development Plan (LDP) Preparation
Action	Support adoption of LDPs within two years of approval of the SDP.

DP3	Awareness Raising
Action	Undertake awareness raising and other promotional activities in respect of the SDP and Action Programme, targeting key stakeholders including the constituent local authorities, community planning partners, and other public and private sector bodies that have a role in delivering the SDP Vision and Spatial Development Strategy.

DP4	Partnership Working
Action	Continuing participation within relevant forums to identify and develop appropriate and relevant joint agendas and to encourage delivery activity in line with the SDP Strategy.

DP5	Development Management Support
Action	Clydeplan will continue to support implementation of its strategy through its direct influence on Development Management and will undertake continuing support for development management decisions.

Glasgow and the Clyde Valley Strategic Development Planning Authority

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

On: 11th December 2017

**Report by
Stuart Tait, Manager**

Clydeplan Strategic Development Plan (July 2017) - Appeal to Court of Session

1. Summary

- 1.1 The purpose of this report is to update the Joint Committee on matters relating to the appeal by Gladman Developments Limited against the Scottish Ministers' decision to approve the Clydeplan Strategic Development Plan (July 2017).

2. Recommendation

- 2.1 It is recommended that the Joint Committee
- note that an appeal has been lodged against the Scottish Ministers decision to approve the Clydeplan Strategic Development Plan (July 2017);
 - agree to support the Scottish Government in their defence of this appeal;
 - note the appointment of legal Counsel for Clydeplan and,
 - agree a report on the progress of the appeal through the Court of Session be presented to future Joint Committee meetings.

3. Appeal

- 3.1 The appeal was lodged at the Court of Session on Thursday 26th October 2017 with Clydeplan's citation being served on Friday 3rd November 2017. The citation was circulated to Joint Committee members by email on 3rd November 2017.
- 3.2 The appeal is against the Scottish Ministers with Clydeplan cited as an *'interested body'*.
- 3.3 The appeal sets out 6 questions of law for the opinion of the court, namely;
- did the Scottish Ministers act outwith their powers under the Town and Country Planning (Scotland) Act 1997?
 - did the Scottish Ministers act unreasonably, perversely and irrationally in approving Clydeplan?
 - did the Scottish Ministers fail to give proper, adequate and intelligible reasons for their decision?

- in approving Clydeplan, did the Scottish Ministers err in law?
- were the Scottish Ministers materially misled?
- should Clydeplan be quashed?

- 3.4 In the context of the above questions having discussed the matter with the Joint Committee's Convenor and Vice Convenor along with the Chair of the Steering Group and Renfrewshire Council's Managing Solicitor (Litigation and Advice) formal legal Junior Counsel has been instructed and Answers to these questions of law were submitted on 24th November.
- 3.5 The estimated timescales for the appeal to be heard and a decision made by the Court are uncertain at this stage but advice from legal colleagues is that the process could potentially take up to a year.
- 3.6 On 30th November the Scottish Ministers were granted a motion at the Court of Session for the urgent disposal of the appeal and hearing dates of 6th and 7th February have been set aside by the Court of Session to hear the appeal.
- 3.7 At this stage it is difficult to give an indication of the cost of the appeal but it is considered there are sufficient funds in the Joint Committees 'earmarked balances' to cover any cost. In the event of the appeal being dismissed it would be anticipated that the recovery of costs would be sought.
- 3.8 Though the status of the SDP as published remains unchanged by this appeal there will be knock on issues for individual local authorities to consider in terms of progressing with Local Development Plans, Local Housing Strategies, planning applications and appeals.

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

To: Joint Committee

On: 11 December 2017

Report by: The Treasurer and the Strategic Development Plan Manager

Heading: Corporate Purchasing Card Expenditure to 10th November 2017

1. Summary

- 1.1 At the Joint Committee meeting of 20th 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 19th August 2017 to 10th November 2017 is provided at section 3.
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2 Recommendations

- 2.1 It is recommended that members note the report.
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3 Corporate Procurement Card Expenditure

- 3.1 In the period from 19th August 2017 to 10th November 2017 a total of £2,441.49 was spent by Corporate Procurement Card. Details can be found in the table below.
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CPC Expenditure for the Period 19th August 2017 to 10th November 2017

	Travel & Subsistence	Operational Supplies and Services	Total
SDP Manager	£133.70		£133.70
Assistant SDP Manager	£41.00		£41.00
Strategic Planner	£84.74		£84.74
Admin Officer	£7.00		£7.00
Operational Supplies and Services		£2,175.05	£2,175.05
Total	£266.44	£2,175.05	£2,441.49