

Glasgow and the Clyde Valley Strategic Development Planning Authority

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

On: 9th December 2019

Report by

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**GCV Green Network Partnership Business Plan 2020/23
and Programme Plan 2020/21**

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 2020/23 and to seek approval for local authority contributions to support the Programme Plan and budget for 2020/21.

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 2020/21.

3. Background

- 3.1 The GCVGNP was formed in 2006 and is comprised of the eight Glasgow city region local authorities, Scottish Forestry, SNH, SEPA, NHS Health Scotland and the Glasgow Centre for 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 2020/23 and Programme Plan 2020/21

- 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 2020/23. The Plan provides a review of progress against the Partnership's remit. The Programme Plan 2020/21 describes the programme of work for the continuing development of the GN Programme in the year 2020/21. A budget for the GN Partnership's Executive Team for 2020/21 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 2020/21 outlines the 'strategic' and 'geographic' project work to be undertaken by the Partnership.

The Strategic Projects for 2020/21 are:

- **The GCV Green Network 'Blueprint'** - work with all GCR local authorities to describe the strategic approach to delivery of the Blueprint across the region;
- **CSGN Strategic Project Work** – Support the rollout of the Blueprint methodology across the CSGN and complete a study of revenue costs for management and maintenance of the Green Network, and complete analysis to support delivery of the CSGN Development Plan targets for 2025.
- **Scottish Forestry Strategic Project Work** – complete a scoping study of current methods for assessing urban tree canopy cover, and support completion and dissemination of the regional Forest and Woodland Strategy.

The Geographic projects for 2020/21 are:

- **Local Authority Blueprint Action Plans** – work Glasgow, North Lanarkshire and South Lanarkshire authorities to identify and agree a programme for delivery of the GN Blueprint and prepare individual local authority programme plans;
- **Blueprint Delivery Groups** – Form relevant multi-project delivery groups to facilitate funding bids and streamline delivery
- **Open Space Strategies** - assist GCV local authorities in the preparation of new Open Space Strategies by providing expert opinion and spatial analysis.
- **Green Infrastructure Policies and Guidance** – assist local authority partners in the preparation of GI policies and guidance

The Budget 2020/21

- 4.3 The budget for the GCVGNP in 2020/21 is £200,000. The breakdown of the budget is shown in Paragraph 1 of the Programme Plan and Appendix 2.
- 4.4 The budget is comprised of contributions from partner agencies and local authorities. The four agencies together will contribute 43% of funding and the local authorities together will contribute 48% of funding. Project related external income will make up the remaining 8% of the budget.

4.5 The local authority contribution to the 2020/21 budget is £96,187. The contribution from each authority is calculated pro rata based on its population size.

4.6 The contribution from each local authority for 2020/21 is:

- East Dunbartonshire £5,756
- East Renfrewshire £4,900
- Glasgow City £31,949
- Inverclyde £4,451
- North Lanarkshire £17,825
- Renfrewshire £9,311
- South Lanarkshire £16,992
- West Dunbartonshire £5,001

Appendix 1

The GCV Green Network Partnership's

Programme Plan for 2020/21

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

PROGRAMME PLAN 2020-21

Budget 2020/21

The GCVGNP budget for 2020/21 is £200k. The budget is comprised of four major areas of expenditure:

Staff costs:	£154.4k
Property costs:	£22.4k
Office/admin costs:	£15.2k
Communications:	£8.0k

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

Staffing 2020/21

In 2020/21 the Executive Team (see **Figure 1**) will be comprised of two full-time salaried posts and one part-time salaried post:

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

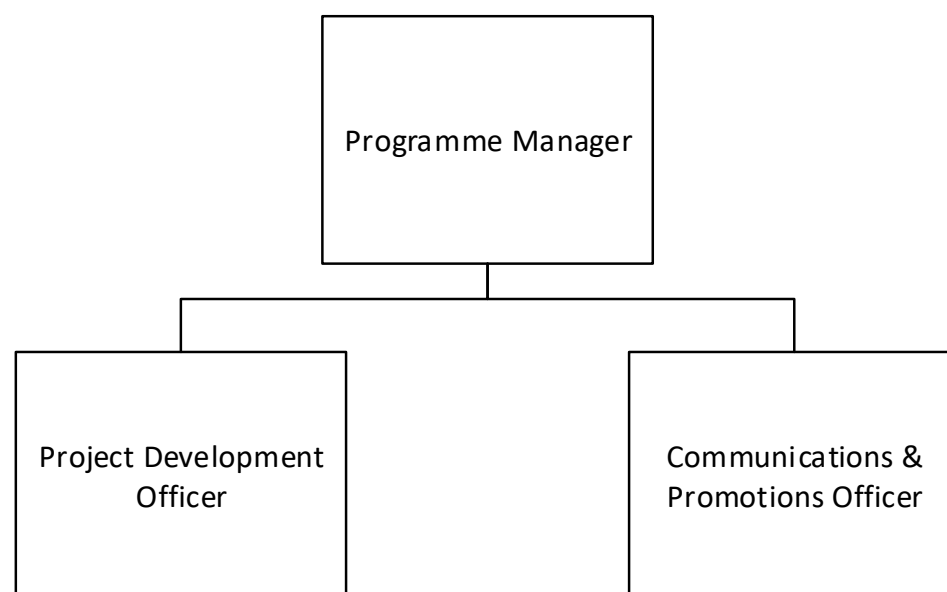


Figure 1. GCVGNP's Executive Team 2020/21

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.

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.

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.

Strategic Projects for 2020/21

An overview of the Executive Team's strategic project work for 2020/21 is shown in Table 1 below. More detailed description of the individual projects is provided in the paragraphs below.

Table 1. Summary of Strategic Project Work 2020/21

Project	Partners	Comment
1. The GCV Green Network 'Blueprint'	all GCVGNP partners	
a. Blueprint Delivery Strategy		Complete a document that describes the regionally strategic elements of a programme to deliver the GN Blueprint
b. Blueprint Business case		Complete the Economic Business Case for the delivery of the GN Blueprint
c. GN Blueprint Indicator		Develop an indicator to monitor the extent of delivery of the 'Blueprint'
2. CSGN Strategic Project Work	CSGNT	
a. CSGN Blueprint		Support the rollout of the Blueprint methodology across the CSGN
b. Sustaining The CSGN Study		Complete a study of the estimated revenue costs for management and maintenance of the CSGN through to 2050.
3. Scottish Forestry Strategic Project Work	Scottish Forestry	
a. Urban Canopy Cover Study	SF & LA partners	Complete a scoping study of current methods for assessing urban tree canopy cover
b. GCV Forest & Woodland Strategy	SF & Clydeplan	Support the completion, publication and dissemination of the regional FWS

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 informed by discussions with partner organisations was the most pragmatic approach.

The 'Blueprint' is comprised of two integrated strategic networks:

- **The Access Network** – providing connections for people to get to places they wish to go across the region;
- **The Habitat Network** – providing contiguous connections for wildlife between regionally important habitats.

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 Access Network 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 completed the 'on the ground' assessment of all strategic Access Network connections; completed an analysis of the strategic Habitat Network for inclusion in the Blueprint; and prepared a brochure for the Blueprint with endorsement from the Glasgow City Region cabinet.

In 2019/20 the Executive Team launched Blueprint to a wide range of stakeholders; compiled actions for delivery of the 'Blueprint' in discussion with each local authority for inclusion in local authority wide Delivery Plans; and started to prepare the GN Blueprint Strategy

In 2019/20 the Executive Team will:

- Complete the GN Blueprint Strategy that describes the strategic programme to deliver the Blueprint across the GCV region. This will identify:
 - Existing green network assets which are regionally and strategically important to the delivery of the GN Blueprint and should therefore be protected and enhanced where necessary; and,
 - Potential sites that are regionally and strategically important to the GN Blueprint and should therefore be a priority for transformation into recognised green network assets;
 - Delivery mechanisms for delivery of the GCV Green Network;

- Develop the Business Case for the delivery of the GN Blueprint to support future funding bids;
- Develop an indicator to monitor the extent of delivery of the 'Blueprint'.

CSGN Strategic Project Work

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

In 2014/15 the Executive Team worked on the 'Costing the CSGN' project which emerged from RAF discussions. This study provided a capital cost estimate for the delivery of the CSGN vision through to 2050 (£2.8 billion). In doing so it also created a structure for the physical delivery of the CSGN based on 13 components across 6 thematic groupings (Greenspace, Green Infrastructure, Vacant & Derelict Land, Community Growing, Habitats and Active Travel). The outputs of this work have been widely used and have formed the structure for the CSGN Delivery Programme 2025. In addition, the 'Costing the CSGN' study prompted the CSGNT to request a study to estimate the value of the benefits of the CSGN by 2050 from RESAS. The 'Benefits of the CSGN' study conservatively estimated that there will be a 2:1 return on investment from delivery of the CSGN, based on the assessment of just six benefits selected from a longer list of acknowledged green network benefits.

The success of the 'Costing the CSGN' study has led to a sustained working relationship between the GCVGNP and CSGNT whereby CSGNT commission and fund work from the GCVGNP for the completion of strategic research which mutually supports the aims of the Trust and the Partnership.

In 2015/16 the Executive Team completed an assessment of the available resources for the delivery of the CSGN. This study is called 'Resourcing the CSGN'. This study identified a wide range of funding sources for the capital cost components identified in the 'Costing the CSGN' study. The study concluded that even if all available funding resources were fully utilised for CSGN delivery there would still be a substantial shortfall on capital investment needed on an annual basis to deliver the CSGN vision. In addition, the importance of the planning system as a mechanism for the delivery of Green Infrastructure associated with planned development was identified.

In response to one of the major conclusions from the 'Resourcing the CSGN' study, in 2016/17 the Executive Team developed the 'Overcoming barriers to the delivery of green infrastructure in new residential development' study for the CSGN area, which identified the potential to use the 'Building with Nature' GI Benchmark as a set of standards to assess current policy and delivery for GI through planned development. This led to:

- the completion of 'A Review of GI Policies in the CSGN' in 2017/18 and the preparation of a suite of 'exemplar' GI policies (with support from Scottish Government) based on the best policies identified in the review;
- the completion of a trial of the 'Building with Nature' GI Benchmark accreditation on 5 'frontrunner' case studies across the CSGN area in 2018/19, and a report on the potential use of the accreditation process to recognise good GI delivery in built developments and planning policy documents.

Many of the tasks originally identified in the 'Overcoming barriers to the delivery of green infrastructure in new residential development' study brief have been superseded by work undertaken by other studies (e.g. SNH's 'Social Housing and Green Infrastructure' study) and the actioning of recommendations that flow from those studies.

New strategic research tasks were commissioned by CSGNT from the GCVGNP for 2019/20. These included the analysis for a 'Sustaining the CSGN' study which will estimate the revenue costs for the management and maintenance of the green network assets that comprise the CSGN by 2050, and work to specify and complete GIS based analysis to support the delivery of targets identified in the CSGN 2025 Delivery Plan.

In 2020/21 the Executive Team will:

- Work with CSGNT and other partners to assist in the rolling out of the Blueprint methodology developed within the GCV region across the CSGN area. This is likely to focus on disseminating the approach to completing the necessary Access Network analysis, and the interpretation of the analytical outputs for a wide stakeholder audience;
- Undertake the analysis for a 'Sustaining the CSGN' study which will estimate the revenue costs for the management and maintenance of the green network assets that comprise the CSGN by 2050.

Scottish Forestry Strategic Project Work

The Scottish Forestry Strategy (SFS) aims to "increase the positive contribution that urban forests and woodlands make to Scotland's towns and cities". In this regard the SFS states that this will be achieved by "Encouraging an increase in tree canopy cover in urban areas". Tree canopy cover is considered to be a good indicator for the delivery of the wide range of benefits that urban trees and woodlands deliver. If an increase in canopy cover is to be achieved it is important to understand the extent of current canopy cover and where additional resources should be directed to increase cover where it is low. Canopy cover studies have been undertaken across the UK using various methods. If assessments of canopy cover are to be pursued in the GCV region it will be important to identify the most effective and efficient method for our regional requirements and where work has already been completed.

Woodland expansion is a core component of the CSGN. The new Planning (Scotland) Act places a requirement on all local authorities to complete a Forestry and Woodland Strategy (FWS) which will be used to ensure forestry expansion is directed toward appropriate locations. In the GCV region a FWS has almost been completed and will fulfil our regional local authorities' requirement within the Act.

In 2020/21 the Executive Team will:

- Complete a scoping study of current methods for assessing urban tree canopy cover;
- Support the completion, publication and dissemination of the regional FWS.

Geographical Projects for 2020/21

The Executive Team's geographical project work for 2020/21 is show in **Table 2** below.

Table 2. Summary of Geographical Project work 2020/21

Project	Partners	Comment
1. Local Authority Blueprint Delivery Plans	Glasgow City North Lanarkshire South Lanarkshire	Identify and agree with partner local authorities a programme for delivery of the GN Blueprint and prepare individual local authority programme plans
2. Blueprint Delivery Groups	Potential all partners	Form relevant multi-project delivery groups to facilitate funding bids and streamline delivery
3. Open Space Strategies	LA partners to be identified	Assist GCV local authorities in the preparation of new Open Space Strategies by providing expert opinion and spatial analysis
4. Green Infrastructure Policies and Guidance	LA partners to be identified	Assist local authority partners in the preparation of GI policies and guidance.

Local Authority Blueprint Delivery Plans

The preparation of the Partnership's Blueprint for the GCV Green Network has been part of the work programme since 2015/16. With the completion of the analytical phase of the project which resulted in the identification of spatial arrangement of the 'Blueprint', the project has moved into a delivery planning phase.

Through the analytical phase opportunities for improvement to the access network and habitat network elements of the Blueprint have been identified.

In 2019/20 the Executive Team worked with partners and others to assess potential actions for the improvement of the existing elements of both the access and habitat elements of the Blueprint. Individual local authority based plans were prepared for five of the region's local authorities which document an agreed delivery programme.

In 2020/21 the Executive Team will:

- Complete the Blueprint Delivery Plans for all of the GCV region's local authorities.

Blueprint Delivery Groups

It is anticipated that the local authority Blueprint Delivery Plans will identify many projects that have the potential can be delivered as part of the Access or Habitat Networks or a combination of both. There will be merit in exploring the potential to 'package' these projects in pursuit of funding and to streamline delivery. The formation of Delivery Groups will provide a forum to explore these opportunities and work on the project proposals. This might include preparation of project level business cases.

The composition of the Delivery Groups might be geographically related projects or thematically related projects. This will we determined once the range of projects is fully revealed on completion of the Delivery Plans.

In 202/21 the Executive Team will:

- Convene Blueprint Delivery Groups to identify the opportunities for ‘packaging’ suites of individual delivery projects to facilitate Blueprint Delivery.

Open Space Strategies

Open Space Strategies (OSS) can be considered a fundamental planning document which should drive delivery and sustain the quality of the Green Network at the local neighbourhood scale. As such the quality of the strategies within the GCV region should be of particular concern to the Partnership.

Scotland’s new Planning Act includes a requirement that:

- *A planning authority is to prepare and publish an open space strategy.*

This renews the requirement that previously was on local authorities to prepare an OSS within PAN 65 ‘Planning and Open Space’. Greenspace Scotland’s Third State of Scotland’s Greenspace Report provides an overview of local authorities with current strategies, which reveals that at the time of their assessment (November 2017) only 9 local authorities had current OSSs. The restatement of the requirement on planning authorities is likely to result in a rash of new strategies being drafted in the coming years.

In 2019/20 the Executive Team engaged with Greenspace Scotland, SNH, CSGNT, Improvement Service and NHS Health Scotland to consider what support local authorities (or planning authorities) might require to prepare good quality OSSs. An OSS working group is likely to be formed from these discussions which will look to provide advice and support to those charged with drafting OSSs.

The Partnership has good experience in assisting in the preparation of OSSs and has most recently worked with South Lanarkshire and North Lanarkshire Councils on this matter.

In 2020/21 the Executive Team will assist local authorities in the GCV region who are contemplating the preparation of a new OSS by providing advice on: the scope, the process of data collation and analysis, the process of internal and external stakeholder engagement in drafting, and the inclusion of Green Network priorities (particularly delivery of the Blueprint) in the strategy.

Green Infrastructure Policies and Guidance

Over many years the Partnership has developed a leading understanding of urban green infrastructure, how it can contribute to the delivery of the Green Network and the important role that the Planning System has in ensuring that delivery of green infrastructure through development is consistent with the Green Network vision.

In 2017/18 the Executive Team completed a review of GI policies across the CSGN area and developed a suite of ‘exemplar’ policies derived from the best policies identified in the review.

In 2018/19 the Executive Team assisted West Dunbartonshire Council with the drafting of their new local development plan green infrastructure policies and supplementary guidance, largely based on the knowledge gained from the GI policy review.

In 2020/21 the Executive Team will assist partner local authorities with GI policy development and guidance upon request.

Communications work for 2020/21

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
- The Green Infrastructure (or Building with Nature) Benchmark

In 2018/19 communications work focussed on the development of materials to support the launch of the completed Green Network Blueprint:

- Blueprint Case Studies

In 2019/20 the focus was on the promotion of the GN Blueprint and Green Infrastructure policies.

- Launch of the GN Blueprint
- Promotion of Blueprint Case Studies
- Promotion of GI policies and 'Building with Nature' benchmark

In 2019/20 the Executive Team will focus on promotion of the next stage of GN Blueprint delivery by working on outputs for each individual local authority. This will involve developing individual local authority blueprint maps and related graphics, key messaging and webpages.

Generic promotion of the GN Blueprint can then be tailored to an approach in each local authority area with supporting messaging and graphics to drive the action plan and delivery stage.

Development of the Green Infrastructure Policy work will also be a focus of the next years' activity beginning with development of a new brochure, with supporting graphics and social media activity to promote alongside CSGNt.

Regular communications activity to support the Executive Team will include:

- 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 2019/20

	2019/20		2020/21
	Budget	Projection	Budget
Income			
East Dunbartonshire	5,756	5,756	5,756
East Renfrewshire	4,900	4,900	4,900
Glasgow City	31,949	31,949	31,949
Inverclyde	4,451	4,451	4,451
North Lanarkshire	17,825	17,825	17,825
Renfrewshire	9,311	9,311	9,311
South Lanarkshire	16,992	16,992	16,992
West Dunbartonshire	5,001	5,001	5,001
SNH	33,619	33,619	33,619
Forestry Commission Scotland	33,619	33,619	33,619
Glasgow Centre for Population Health	7,210	7,210	7,210
SEPA	4,809	4,809	4,809
NHS Health Scotland	7,000	7,000	7,000
Project Income (Central Scotland GN)	24,556	24,556	17,556
Total Income	207,000	207,000	200,000
Expenditure			
Employee Costs			
Salaries	115,652	119,360	117,386
Employer contributions LGPS	22,328	23,036	22,662
Employer contributions National Insurance	11,973	12,822	12,151
Conference Fees	500	500	500
Training Materials	500	500	500
Training Courses	100	100	100
Total Employee Costs	151,052	156,318	153,299
Property Costs			
Contract Cleaning	1,340	1,450	1,400
Maintenance Repairs	21,000	20,400	21,000
Total Property Costs	22,340	21,850	22,400
Supplies & Services			
Fixed line telephone usage	800	800	800
ICT equipment - purchase and installation	200	2,000	1,200
ICT software licences - purchase, support, maintenance	3,600	2,560	4,600
Marketing	8,000	8,000	8,000
Office equipment (other than ICT)	100	0	100
Postage	500	250	300
Printing by Document Solution Centre	2,100	1,750	2,100
Stationery	500	500	500
Total Supplies & Services	15,800	15,860	17,600
Support Services			
Support services recharges	9,500	4,975	5,000
Total Support Services	9,500	4,975	5,000
Payments to Other Bodies			
Apprenticeship Levy	0	624	0
Miscellaneous payments to other bodies	108	0	101
Total Payments to Other Bodies	108	624	101
Transport Costs			
Car/van mileage - business	550	950	700
Motorcycle/bicycle mileage - business	0	50	
Public transport fares - business	650	500	900
Total Transport Costs	1,200	1,500	1,600
Total Expenditure	200,000	201,127	200,000
Net Surplus/(Deficit)	6,999	5,873	0
Revenue Reserves			
Balance as at 1 April	42,300	42,300	48,173
Drawdown in year	6,999	5,873	
Balance as at 31 March	49,299	48,173	48,173

The figure consists of two maps of Glasgow, Scotland, illustrating the Strategic Access Network and the Strategic Habitat Network.

Strategic Access Network: This map shows the network of roads and public transport routes. Key features include:

- Major Roads:** Labeled with names like "A1", "A7", "A8", "A9", "A10", "A11", "A12", "A13", "A14", "A15", "A16", "A17", "A18", "A19", "A20", "A21", "A22", "A23", "A24", "A25", "A26", "A27", "A28", "A29", "A30", "A31", "A32", "A33", "A34", "A35", "A36", "A37", "A38", "A39", "A40", "A41", "A42", "A43", "A44", "A45", "A46", "A47", "A48", "A49", "A50", "A51", "A52", "A53", "A54", "A55", "A56", "A57", "A58", "A59", "A60", "A61", "A62", "A63", "A64", "A65", "A66", "A67", "A68", "A69", "A70", "A71", "A72", "A73", "A74", "A75", "A76", "A77", "A78", "A79", "A80", "A81", "A82", "A83", "A84", "A85", "A86", "A87", "A88", "A89", "A90", "A91", "A92", "A93", "A94", "A95", "A96", "A97", "A98", "A99", "A100".
- Public Transport:** Indicated by blue lines and icons representing buses and trains.
- Key Locations:** Labeled with names like "Glasgow City Centre", "Glasgow Airport", "Glasgow Harbour", "Glasgow University", "Glasgow Science Centre", "Glasgow Museum", "Glasgow Art Gallery", "Glasgow Cathedral", "Glasgow Necropolis", "Glasgow Necropolis Chapel", "Glasgow Necropolis Chapel of Rest", "Glasgow Necropolis Chapel of Hope", "Glasgow Necropolis Chapel of Peace", "Glasgow Necropolis Chapel of Love", "Glasgow Necropolis Chapel of Joy", "Glasgow Necropolis Chapel of Faith", "Glasgow Necropolis Chapel of Hope", "Glasgow Necropolis Chapel of Peace", "Glasgow Necropolis Chapel of Love", "Glasgow Necropolis Chapel of Joy", "Glasgow Necropolis Chapel of Faith".

Strategic Habitat Network: This map shows the network of green spaces and natural areas. Key features include:

- Green Spaces:** Labeled with names like "Glasgow City Centre", "Glasgow Airport", "Glasgow Harbour", "Glasgow University", "Glasgow Science Centre", "Glasgow Museum", "Glasgow Art Gallery", "Glasgow Cathedral", "Glasgow Necropolis", "Glasgow Necropolis Chapel", "Glasgow Necropolis Chapel of Rest", "Glasgow Necropolis Chapel of Hope", "Glasgow Necropolis Chapel of Peace", "Glasgow Necropolis Chapel of Love", "Glasgow Necropolis Chapel of Joy", "Glasgow Necropolis Chapel of Faith".
- Natural Areas:** Labeled with names like "Glasgow City Centre", "Glasgow Airport", "Glasgow Harbour", "Glasgow University", "Glasgow Science Centre", "Glasgow Museum", "Glasgow Art Gallery", "Glasgow Cathedral", "Glasgow Necropolis", "Glasgow Necropolis Chapel", "Glasgow Necropolis Chapel of Rest", "Glasgow Necropolis Chapel of Hope", "Glasgow Necropolis Chapel of Peace", "Glasgow Necropolis Chapel of Love", "Glasgow Necropolis Chapel of Joy", "Glasgow Necropolis Chapel of Faith".

A dark silhouette of a city skyline against a light background. The skyline includes a lighthouse on the left, a crane, a dome-shaped building, a tall thin tower, a large ship, a tall spire, and several other buildings of varying heights and shapes.

GLASGOW & CLYDE VALLEY GREEN NETWORK PARTNERSHIP

BUSINESS PLAN 2020-23

INTRODUCTION

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 2020-23.

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

The GCV Green Network and 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.

The GCV Green Network and 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".

Within the time period of this Business Plan the fourth National Planning Framework (NPF4) will be published. This follows the Planning (Scotland) Act 2019 which will result in a new format for NPF4 compared to earlier versions. The National Planning Framework and Scottish Planning Policy documents will merge and the new document will contain national policy as well as the identification of regional spatial priorities which are considered to be strategic at the national level.

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.

The GCVGN Partnership and the Glasgow City Region Partnership

The Glasgow City Region (GCR) brings together the eight local authorities of: East Dunbartonshire Council; East Renfrewshire Council; Glasgow City Council; Inverclyde Council; North Lanarkshire Council; Renfrewshire Council; South Lanarkshire Council; and West Dunbartonshire Council. A Cabinet of Leaders of the eight councils has been formed to provide governance for the GCR Partnership.

In 2017 the GCR Partnership published its Vision and Regional Economic Strategy (RES). This document builds on the City Deal projects and targets and purposefully takes a long-term outlook to 2035. The strategy is accompanied by a short term three-year action plan.

To support the delivery of the RES eight Portfolio Groups have been created with each group led by a partner local authority Leader. In 2016 GCVGN Partnership were invited to participate in the Land Use & Sustainability (LUS) Portfolio Group which is led by East Dunbartonshire Council.

The remit of the LUS Portfolio Group is:

- i. Ensure the land use dimension of the Glasgow & Clyde Valley City Deal is fully considered, and in particular to achieve alignment between the City Deal programme and projects, the statutory land use planning policy and related environmental legislation; and
- ii. Ensure that the development and delivery of City Deal programme and projects contributes to the Scottish Government's overall purpose relating to sustainable economic growth, delivers social and environmental benefits and avoids harmful environmental impacts while supporting net economic benefit.

Participation in this Portfolio Group has provided the opportunity for the work of the Partnership to be brought to the attention of the GCR Chief Executives Group and to the GCR Cabinet and the Green Network 'Blueprint' was endorsed by the Cabinet prior to its launch in May 2019 by Councillor Polson, Leader of East Dunbartonshire Council

As a result the Blueprint is now recognised within the refreshed action plan which supports the RES, with an expectation that a delivery strategy for the Blueprint will be prepared by 2021.

The strategic planning work of the GCVGN Partnership is of great interest to the GCR Partnership and it is likely that, over time, there will be closer alignment. Whether this leads to governance changes for the GCVGN Partnership remains to be

seen, but the current close working relationship leads to an opportunity to present delivery of the Blueprint as a potential future City Deal project.

DELIVERING ON THE PARTNERSHIP'S REMIT

The Partnership's remit is outlined in Paragraph 0, taken from the Partnership's Terms of Reference (Appendix 1). The programme plan for 2020-23 will strive to deliver tangible outputs in pursuit of the Partnership's purpose, aim and objectives.

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
- Blueprint for the Green Network
 - For Glasgow City Region Partnership; for local authorities; for public agencies; for landholders

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

Objective 1: to help deliver across the GCR area

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

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.

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
- 'A Green Network Strategy for the Glasgow City Region' 2017
 - 'Blueprint for the GCV Green Network' Brochure 2019

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:**"

- **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 Partner 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 0).

- **embed the Green Network within regional and local policy;**

The Green Network is a foundation theme in Clydeplan and is referred to in all LDPs. The development of the Blueprint for the Green Network has been enthusiastically received by partners and wider stakeholders and it has been endorsed by the Glasgow City Region Cabinet. The Blueprint is referred to in the Action Plan for the Regional Economic Strategy, and within Scottish Government's Programme for Government 2019/20.

The Partnership's work to promote 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 our work on GI policies is helping to improve GI policies within LDPs.

- **develop regional partnerships for green network activity;**

The Partnership has been instrumental in effecting the development in regional partnerships, and 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)
- Seven Lochs Wetland Park Partnership
- Climate Ready Clyde Partnership

- **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.

Spatial analysis of Green Network priorities and opportunities identified 16 Strategic Delivery Areas, which featured in the Partnership's Programme Plan between 2017-20.

More recently, the development of the Blueprint for the Green Network provides a region wide identification of where the strategic Green Network exists, where there is a need for enhancement, and where there are gaps in the network that require to be delivered.

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.

- **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.

- **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.

- **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.

The Launch of the Green Network 'Blueprint' in 2019 has resulted in raising the profile of the Partnership and the GCV Green Network amongst city region Leaders and Chief Executives, CEOs of partner agencies, the Scottish Government Minister for Rural Affairs and the Natural Environment and many other stakeholder organisations. The ongoing challenge will be to sustain this profile and to take advantage of it to help deliver the Partnership's ambitions.

- **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. Lanarkshire Green Health Partnership). The Partnership also uses social media to stay in touch with greenspace-related activity within and beyond the region.

Enabling Delivery of the GCV Green Network

In the Partnership's Term of Reference (1), the first 'specific objective of the Partnership' is:

- *to help deliver the Green Network across the Strategic Development Plan area*

This objective might be abbreviated to: "Enabling Delivery of the GCV Green Network".

Board Workshop: October 2019

A workshop was held in October 2019 for the Partnership's Board to consider 'Enabling Delivery'. The intention was that its outputs of the workshop should be reflected in the 2020–2023 Business Plan.

The purpose of the workshop was:

"to consider the future direction of the Partnership's work programme in advance of the preparation of the new Business Plan 2020-23".

The workshop was structured around three questions, focussed on how the Partnership's work programme might be shaped to enable delivery of the GCV Green Network:

Question 1. What do we need to do to enable delivery of the Blueprint?

Question 2. How do we ensure our work on GI policies translates into delivery through development?

Question 3. How can the Green Network be aligned with responses to the Climate Emergency to support GN delivery?

The following conclusions were drawn from the workshop outputs:

- **What do we need to do to enable delivery of the Blueprint?**

1. Articulate the Blueprint's spatial priorities and benefits by:
 - a. Developing a Strategic Business Case for the Blueprint
2. Maintain the high profile of the Blueprint to politicians and senior managers
3. Embed the Blueprint in NPF4 and the Regional Spatial Strategy
4. Embed local delivery of the Blueprint in Open Space Strategies, Local Place Plans, Supplementary Guidance, Design Briefs etc by:
 - a. Co-production of Blueprint Delivery Plans
 - b. Linking the Blueprint to the Place Principle (Place Standard)
 - c. Engage with Development Management staff on delivery of Blueprint through conditions for development

- **How do we ensure our work on GI policies translates into delivery through development?**

1. Engage with Development Management (e.g. briefing and training sessions) to:
 - a. raise awareness of DM role in GI delivery
 - b. better explain issues relating to GI delivery
2. Engage with Developers and Construction Industry to:
 - a. Sell a positive vision – the value of GI to developers
 - b. Promote what 'good GI' looks like
 - c. Better explain issues relating to GI delivery
3. Promote the Outcomes/Benefits related to GI delivery
4. Embed GI policies in NPF4 and contribute to any supporting guidance on GI

- **How can the Green Network be aligned with responses to the Climate Emergency to support GN delivery?**

1. Work closely with Climate Ready Clyde to promote GN delivery as beneficial to the climate emergency and associated ecological crisis.
2. Focus should be on GN delivery for Adaptation to climate change, but
3. Explore opportunities to resource GN delivery through carbon off-setting and biodiversity net gain.

PROGRAMME PLAN 2020-23

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. Political oversight and scrutiny of the Partnerships use of local authority resources 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

and to the GCR Partnership. 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.

Partnership Programme

The Partnership's work programme for 2020-2023 will focus on the following areas of activity:

- **Facilitation to deliver the GCV Green Network Blueprint**

The Partnership will prepare a Regional Blueprint Delivery Strategy which will be developed with local authority partners. The Regional Delivery Strategy will be based on a suite of Local Delivery Plans prepared for each partner local authority area. The potential for delivery articulated within the Local Delivery Plans will provide the detail required to prepare a Strategic Business Case for Blueprint delivery which will be contained in the Strategy.

The Strategy will also propose the packaging of individual Blueprint delivery projects into programmes for delivery and how these programmes might be resourced

The Partnership will continue to work to embed the 'Blueprint' within other relevant strategies and policy documents in the region (e.g. NPF4, Regional Spatial Strategy, Local Development Plans, Open Space Strategies, and Local Place Plans)

- **Recognising the potential of the GCV Green Network as a response to the Climate Emergency**

The Partnership will work closely with the Climate Ready Clyde Partnership to promote GN delivery as beneficial to the climate emergency and the associated ecological crisis. This might include assessments to quantify the climate change adaptation and mitigation benefits from delivery of the Blueprint, as well as an exploration of the potential for carbon off-setting as a mechanism for funding Green Network delivery.

- **Providing support to Partners, and other stakeholders**

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

In particular, the Partnership will support local authority partners in the preparation of Open Space Strategies and the development of green infrastructure policies within LDPs and supplementary guidance.

The Partnership will look to develop approaches to communicate the benefits of green infrastructure and 'what good GI looks like' to local authority Development Management staff, Developers and the Construction Industry.

- **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).

Much of the strategic analysis the Partnership has completed in recent years has been undertaken on behalf of the CSGNT and with their funding support. It is anticipated that this arrangement will continue throughout the Business Plan period. The experience to date has proven mutually beneficial providing income to the

Partnership as well as the raising of the Partnership's profile and useful regional analysis, and value to the CSGNT with CSGN wide analysis, or new methodologies that can be 'rolled out' across the wider CSGN area.

• **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.

In particular:

- the high profile of the Partnership with politicians and senior managers achieved through the launch of the Blueprint should be sustained;
- the benefits of the Green Network for adaption and mitigation to climate change should be communicated to senior audiences; and,
- communications on the benefits of green infrastructure should be directed toward Development Management planners and the development industry.

Finances 2020-23

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.

The Partnership's core team is working on a minimum budget of £200k/annum if it continues to remain in its current form. If income from funding partners remains at this level and can allow for rising costs of staff and office accommodation and facilities then budgetary expenditure will follow a similar breakdown to 2020/21.

Partnership Reserves

In November 2018 the Board was notified that then current reserves (£38k) were not sufficient to cover any potential redundancy liabilities. Since then the reserves have been increased by £5k to £42k. This is considered to be sufficient for the current situation but will need to be kept under review over the period of the Business Plan.

Staffing

The Partnership's Executive Team is comprised of 2.6 FTE staff:

- Programme Manager
- Development Officer
- Communications and Promotions Officer (part-time)

During the period of this Business Plan it will be necessary for the Partnership to consider:

- staff succession planning

- the balance of staff skill sets; and,
- staffing capacity to deliver the Partnership's work programme and its ambitions for delivery of the GCV Green Network.

APPENDICES

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.

- 3.4A 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
- Glasgow Centre for Population Health
- Glasgow City Council
- Inverclyde Council
- North Lanarkshire Council
- NHS Health Scotland
- Renfrewshire Council
- Scottish Environment Protection Agency
- Scottish Forestry
- 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.