

WEST DUNBARTONSHIRE COUNCIL

Report by Director of Housing, Regeneration and Environmental Services

Planning Committee : 2 August 2006

Subject: Glasgow & Clyde Valley Green Network Partnership

1. Purpose

- 1.1** To advise the Committee of the future Strategic Greenspace arrangements that have been established through the Glasgow & Clyde Valley Structure Plan Joint Committee and Glasgow & Clyde Valley Community Planning Partnership, and to seek approval for the Memorandum of Understanding for the Glasgow & Clyde Valley Green Network Partnership.

2. Background

- 2.1** The regeneration of Glasgow and the Clyde Valley conurbation requires a fundamental improvement in the state of the environment, and delivering the Green Network is a key plank of the Glasgow & Clyde Valley Joint Structure Plan, which has been submitted to Scottish Ministers for approval. In September 2004, the Glasgow & Clyde Valley Community Planning Partnership therefore asked the Structure Plan Joint Committee to prepare proposals for delivering the Green Network and addressing the necessary scale of action.
- 2.2** Local teams such as West Dunbartonshire Greenspace carry out valuable programmes of environmental action, however it has been recognised that the current scale of action is insufficient to provide the scale of improvement required in terms of environmental improvement and the recycling of vacant and derelict land. The Glasgow & Clyde Valley Greenspace Trust as a delivery mechanism proved to be ineffective and has recently been wound up, however there has been a recognition that there is a requirement for a dedicated resource to provide a strategic focus for local environmental programmes across the conurbation.
- 2.3** This resource would seek to co-ordinate activities across the conurbation, and would add value in managing and focusing the delivery of the Green Network, maintaining the profile of the Green Network and help to draw in additional resources, thereby leaving the local teams to focus on running and delivering projects.

- 2.4** In September 2005 a Green Network Steering Group was established comprising officers from the 8 local authorities that form the Structure Plan Joint Committee, Scottish Natural Heritage and the Forestry Commission to identify the most appropriate means for delivering the Green Network, facilitate the setting up of that mechanism and progress early action project work.
- 2.5** A report on the governance and structure was reported to the Glasgow & Clyde Valley Community Planning Partnership in March 2006, where it was decided that the creation of a formal partnership be established, governed by a Memorandum of Understanding between the main stakeholders.

3. Main Issues

- 3.1** The structure of Green Network Partnership has emerged through a series of consultation with a number of key stakeholders. Firstly a partnership board has been established with the responsibility for the overall strategic direction and development of the Green Network programme. This board comprises of senior officers from each of the Strategic Partners (of which West Dunbartonshire Council is one), and as agreed through the Structure Plan Joint Committee is chaired by Councillor McBean of Glasgow City Council. The Board will report through the Glasgow & Clyde Valley Structure Plan Joint Committee to the Glasgow & Clyde Valley Community Planning Partnership.
- 3.2** These details are fully set out in the Memorandum of Understanding attached as Appendix 1 to this report.
- 3.3** In order to deliver the Green Network programme, it is necessary to recruit a small executive team to be lead by a Programme Director. Funding for this team has been secured through contributions from Scottish Natural Heritage, the Forestry Commission, Communities Scotland and the Glasgow & Clyde Valley Community Planning Partnership. There is therefore no funding requests being made of Councils, and it is expected that this executive team will identify additional resources for project delivery.
- 3.4** All strategic partners are being requested to agree to the Minute of Agreement in order that the recruitment of the Executive Team can commence and the process of delivering the Green Network programme can be accelerated.

4. Financial Implications

- 4.1** There are no financial implications.

5. Personnel Issues

- 5.1** There are no personnel issues.

6. Conclusion

- 6.1** The establishment of the Glasgow & Clyde Valley Green Network Partnership is regarded as critical to ensuring co-ordinated action that will deliver a major improvement to the extent and quality of green space. The Partnership should be viewed as the mechanism for the delivery of the Green Network whilst the programme will be the responsibility of various stakeholders including the Council, West Dunbartonshire Greenspace, West Dunbartonshire Environment Trust etc. who will develop programmes including environmental improvement and the recycling of vacant and derelict land.

7. Recommendation

7.1 The Committee is invited to:

- (a) note the contents of this report, and in particular progress in establishing the Glasgow & Clyde Valley Green Network Partnership;**
- (b) support the Framework for the delivery of the Glasgow & Clyde Valley Green Network Programme;**
- (c) endorse the Memorandum of Understanding and agree to the Council be a co-signatory to the document; and**
- (d) delegate authority to the Director of Housing, Regeneration & Environmental Services to sign the Memorandum of Understanding.**

David McMillan
Director of Housing, Regeneration and Environmental Services
Date: 18 July 2006

Wards Affected: All

Appendix: Glasgow And Clyde Valley Green Network Partnership Memorandum Of Understanding

Background Papers: Glasgow & Clyde Valley Joint Structure Plan 2006

Person to Contact: Steve Marshall,
Section Head Forward Planning & Regeneration
Tele : 01389 737164
E-mail : steve.marshall@west-dunbarton.gov.uk

GLASGOW AND CLYDE VALLEY GREEN NETWORK PARTNERSHIP

MEMORANDUM OF UNDERSTANDING

1 INTRODUCTION

- 1.1 The purpose of this Memorandum of Understanding is to set down the framework for delivery of the Glasgow and Clyde Valley Green Network Programme (“the Programme”) in the form of an unincorporated strategic partnership.
- 1.2 The creation of this partnership is intended to add value to the work of those organisations already acting to improve the quality of greenspace within their area. Over recent years a wide range of project work has been undertaken. There are many examples of good practice and lessons have been learned and much achieved. It is, however, clear that greater concerted action will achieve maximum public benefit building on these activities and to address some of the more difficult sites and deliver major opportunities.
- 1.3 The aim of the Programme is to develop a co-ordinated approach that will deliver a major improvement in the scale and quality of green network provision across Scotland's most heavily populated city region. The Programme is designed to deliver improvements to the physical environment of nearly 2 million people across Scotland's urban heartland in a way and on a scale that would not otherwise be achieved.
- 1.4 Specific objectives of the partnership are:
- to help deliver the Green Network across the metropolitan area;
 - to champion green network activity across the area;
 - to act as a catalyst and facilitator to help:
 - increase the profile of the green network;
 - embed greenspace 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 the green network work;
 - create regional linkage to the national greenspace network.
- 1.5 The Green Network will comprise a portfolio of individual projects that will develop and expand over time to create a cohesive network of high quality green spaces and associated green access network across the whole of the Glasgow and Clyde Valley area.

- 1.6 There will be three main categories of project:
- flagship projects;
 - themed initiatives; and
 - community-based, neighbourhood projects.
- 1.7 Delivery of the Programme will be driven by a partnership of organisations to be designated the Glasgow and Clyde Valley Green Network Partnership.
- 1.8 The formal Partnership will comprise two categories of partner organisation:
- Strategic Partners; and
 - Green Network Partners.

2 STRATEGIC PARTNERS

- 2.1 The initial Strategic Partners will be drawn from the following organisations, all of which have statutory responsibility for the ownership, development, management and/or use of green and open space. Over time, some of the initial Strategic Partners may withdraw and other organisations may be invited to join as Strategic Partners. The Strategic Partners represent the existing key greenspace area teams or programmes which are vital to the delivery of the programme:

Glasgow City Council
North Lanarkshire Council
South Lanarkshire Council
East Renfrewshire Council
Renfrewshire Council
Inverclyde Council
West Dunbartonshire Council
East Dunbartonshire Council
Communities Scotland
Forestry Commission Scotland
Glasgow Centre for Population Health
Scottish Enterprise
Scottish Natural Heritage

- 2.2 The Strategic Partners will drive the development of the Programme at strategic level and will play an important role in helping to secure resources and align programmes of action for greenspace activity. The Strategic Partners may also play an important role in the delivery of aspects of the Programme.

3 GREEN NETWORK PARTNERS

- 3.1 Green Network Partners are organisations with the remit and resources to help deliver one or more of the key themes of the Green Network across the whole of the geographic area.
- 3.2 The following organisations will form the initial group of Green Network Partners. Some of these partners may change over time but the extent of the group is expected to expand as the Programme progresses.

BTCV
Central Scotland Forest Trust
Glasgow Healthy Cities Partnership
Health Boards
RSPB
Scottish Wildlife Trust
The WISE Group.

4 OTHER STAKEHOLDERS

- 4.1 Each individual project within the Green Network will be the responsibility of a group of stakeholders drawn from Strategic and Network Partners or other stakeholders who will drive the design and delivery of their particular project and secure its long term management. These stakeholders will work together to align programmes of action for maximum effectiveness with partners contributing cash and in-kind resources to co-fund a project, or in the development and day to day management, administration and delivery of the project.
- 4.2 In this context other stakeholders are expected to include:
- local community groups and environmental trusts;
 - land owners;
 - housing associations;
 - property developers;
 - businesses; and
 - environmental trusts.
- 4.3 If appropriate these stakeholders may become formal members of the Partnership as Network Partners.
- 4.4 All information on individual projects will be shared amongst the Partners and stakeholders unless subject to commercial confidentiality.

5 PARTNERSHIP BOARD

- 5.1 A Partnership Board (“the Board”) will be established with responsibility for the overall strategic direction and development of the Programme. The Board will report through the Structure Plan Joint Committee to the Strategic Community Planning Partnership.
- 5.2 The Board may develop over time, initially comprising one senior officer nominated by each of the Strategic Partners. 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.
- 5.3 The Chair of the Board will be nominated by the Strategic Community Planning Partnership on a minimum two year rotation. In the event that the Chair is unable to attend a meeting, those Board members present may elect their own Chair for that meeting. Should the volume of business increase significantly consideration will be given to the appointment of a Vice-Chair.
- 5.4 The Board will meet as required and at least quarterly to receive reports, review progress and update the Programme Document (see Section 6). The Board will also manage and review the Programme budget. Once a year the Board will review the overall strategic direction of the Programme.
- 5.5 The Quorum for Board meetings will be fifty percent (50%) of the membership plus the Chair.
- 5.6 Meetings of the Board will be held at a central Glasgow location unless otherwise agreed.
- 5.7 The Board will maintain close liaison with *Greenspace Scotland* to seek consistency between the programmes and priorities of the national and strategic greenspace partnerships.

6 EXECUTIVE TEAM

- 6.1 A small executive team will be recruited to manage the development and delivery of the Programme. The executive team will be led by a Programme Manager.
- 6.2 The team will be recruited by a Panel of Board members as agreed by the Board. The programme manager will participate in recruitment of the other members of the team.
- 6.3 Additional members of staff may be recruited as the Programme progresses, in accordance with the Programme Document (see Section 8).
- 6.4 The employment, overhead and other costs associated with the work of the executive team will be met from the sources identified in the Programme Document budget.
- 6.5 It will be a key role of the executive team to undertake the development work associated with expanding the portfolio of projects. In this capacity the team will help as necessary in preparing project briefs which support the implementation of the Green Network. The team will also help to identify additional resources for project delivery.

7 ADMINISTERING PARTNER

- 7.1 An Administering Partner will be responsible for the employment of all staff recruited to the executive team. In general the Administering Partner will also act as the contracting party for all contracts entered into by the Partnership, although situations may arise where other arrangements may be agreed by the Board.
- 7.2 The role of Administering Partner will be undertaken by Renfrewshire Council.
- 7.3 An administration budget will be set as part of the annual Programme review and agreed by the Board.
- 7.4 Funding for the Programme will be drawn from the sources indicated in Annex 1 to this agreement (Business Plan Budget 2006-09).
- 7.5 Procedures for the administration of finance will be the financial regulations of the Structure Plan Joint Committee or as approved by the Board.

8 PROGRAMME DOCUMENT

- 8.1 Development and delivery of the Programme will be managed within the framework provided by the Programme Document. This Document will be prepared by the executive team in consultation with the Programme Partners and presented to the Board annually for consideration and approval.
- 8.2 Progress with implementation of the Programme will be monitored by the Board on a quarterly basis through reference to targets identified in the current Programme Document. The programme manager will be responsible for preparing a quarterly implementation report to the Board.
- 8.3 Changes to the Programme Document may be proposed outwith the normal review cycle should there be a significant change in circumstances, for example where substantial additional resources become available.
- 8.4 The Programme Document will include:
- a statement of the overarching vision of the Green Network;
 - a statement of key aims and objectives for the period;
 - a portfolio of individual projects to be pursued during the period specifying the nature and location of the project, key delivery partners, output targets and timescales;
 - a financial budget indicating the nature, scale and timing of expected income and expenditure flows associated with the Programme, identifying separately each individual project;
 - details of staffing and other personnel to be engaged in project delivery;
 - a communications plan indicating for each element the aims and objectives, delivery proposals, output targets, cost and timetable;

- a monitoring plan providing the framework for progress reporting, including performance targets;
- post completion evaluation proposals for individual projects; and
- risk assessment.