

Notice of Meeting and Agenda Audit, Risk and Scrutiny Board

Date	Time	Venue
Monday, 06 November 2023	15:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

MARK CONAGHAN
Head of Corporate Governance

Membership

Councillor Andy Doig (Convener): Councillor Kevin Montgomery (Depute Convener):



Councillor Jennifer Adam: Councillor Chris Gilmour: Councillor John Gray: Councillor Lisa-Marie Hughes: Councillor Robert Innes: Councillor James MacLaren: Councillor Janis McDonald:

To Follow Item


I refer to the agenda for the meeting of the Audit, Risk and Scrutiny Policy Board to be held on 6 November 2023 at 15:00 and enclose the undernoted amended appendix relative to item 9 on the agenda previously issued:

Action	Target Completion	Responsible Officer	RAG Status	Update
Bowles Report Recommendation 1 Build a more robust model of primary school need for Dargavel - the Council should continue to refine its pupil forecast model for Dargavel.				
<p>Response Objectives</p> <p>Deliver robust projection modelling for Dargavel and PMHS which: -</p> <ul style="list-style-type: none"> • considers live information arising from NHS, pupil & ELC registrations, the pace of development to date, certainty over development size and likely pace of future build out rate, • utilises external data analytics and projection expertise to augment and enhance the Council’s in-house forecasting approach to ensure modelling is robust, underpinned by external challenge and specialist input reflecting the complexity and significant portion of Dargavel that has yet to be developed out over a circa 10 year period, • provides modelling output which considers potential future upper scenarios reflecting the high yield factors reflected in the 2023/24 P1 intake to inform immediate decisions on scale of capacity to be delivered as well as planning for potential additional interventions at a future time, • delivers modelling output which provides a long-term view beyond the anticipated completion timeline for Dargavel to ensure the long term impact of Dargavel is modelled and understood, • provides modelling output over the long term which indicates both the scale, timing and shape of an anticipated peak in demand that will accompany a development of this scale and nature. This will provide visibility of the anticipated short-lived peak in demand and long term settled demand to ensure this is appropriately reflected in estate/capacity decisions and in particular to mitigate against delivery of excessive long term / permanent increase in capacity that would result in excess unused surplus capacity over the long term. • Provides modelling that can be tested and revised as necessary as new key data becomes available such as P1 and S1 registrations, actual scale and pace of the development and any new developments, which will continue to inform decisions on any future estate interventions if required. 				

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Complete Council modelling through to the anticipated end date for the housing development (2033/34) based on assumed 4,300 units and available live data.	October 2022	Director of Children's Services	Complete	Completed October 2022
Engage and appoint Edge Analytics to deliver enhanced modelling approach for both Dargavel primary requirements as well as PMHS out to 2033/34 and updated live datasets.	February 2023	Director of Children's Services	Complete	Completed February 2022 including additional upper forecast scenarios for Dargavel non-denominational requirements to support management of risk associated with long term yield remaining at similar level to 2023/24. Informed reports to Education and Children's Services Board in March and May 2023
Extend Edge engagement to deliver an enhanced model projecting out to 2038 to provide longer term forecast to assess the full impact on the secondary sector and allow identification of likely timing and scale of peak demand encapsulating any relevant updates to live datasets.	September 2023	Director of Children's Services	Complete	Modelling completed which has identified an anticipated peak period in both primary and secondary sectors and will be reported to Education and Children's Services Board in November 2023.
Provide update to November Education & Children's Service Policy Board.	November 2023	Director of Children's Services		
Update Edge Analytics modelling for newly released national Census data and expand across the whole school estate and establish modelling dashboard to support ease of updating and rapid re-assessment of revised projection that will be utilised on an ongoing basis over future years, both for Dargavel / PMHS but also as part of the strategic Learning Estate programme.	January 2023	Director of Children's Services		


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<p>Bowles Report Recommendation 2</p> <p>Use of Bishopton Primary - in its future plans the Council should reconsider how surplus capacity at Bishopton can be used effectively.</p>				
<p>Response Objectives</p> <p>Consider and assess how existing capacity within Bishopton Primary School may be best utilised to support the Dargavel catchment over the immediate term and potentially over the longer term, taking into consideration the uncertainty and risk over the long-term demand levels that will ultimately emerge for primary education from Dargavel as well as the expectation of a temporary peak period of demand.</p> <p>Provide a report to Education and Children’s Services Board setting out a clear overview as to how Bishopton PS capacity will be utilised to support temporarily over the short term period and how it may be considered amongst other options for use to support Dargavel in the longer term (noting that any such longer term use will be subject to detailed consideration and decision at an appropriate point in future years).</p>				
<p>Complete assessment of anticipated P1 intake from Dargavel catchment and assess against revised DPS capacity availability, establish planned P1 intake capacity cap and anticipated P1 intake requiring accommodation at Bishopton Primary School.</p>	<p>August 2023</p>	<p>Director of Children’s Services</p>	<p>Complete</p>	<p>Planned use of Bishopton Primary School along with planned capped entry levels to Dargavel Primary School reported an approved at Education and Children’s Services Policy Board in August 2023. There will be a requirement to annually monitor anticipated and actual P1 intakes carefully to assess adequacy of short term capacity provision across both Dargavel and Bishopton Primary Schools to meet demand pending the second primary school in Dargavel coming on stream.</p>
<p>Complete an exercise to assess the timing, scale and range of potential demand level scenarios, in particular understanding the scale and timing of the peak demand and likely settled long term demand. This information will be used to inform the assessment of how Bishopton Primary School could, if required, be potentially be utilised as an option in the longer term.</p>	<p>January 2024</p>	<p>Director of Children’s Services</p>	<p></p>	<p>Completion of the updated work with Edge Analytics has provided a view of the likely timing and length of the peak demand period – with peak primary demand being forecast in 2033/34 which will fall over the second half of the 2030s to a more settled level. Further work is being progressed to update this information for the</p>


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				recently released 2023 census information and November registration data to inform an overall assessment.
Complete financial analysis to understand the potential financial context of utilising Bishopton Primary School Capacity	May 2023	Director of Finance and Resources	Complete	<p>Bishopton PS is a predominantly 1960s construction and is more than 60 years old. This building will, along with the whole school estate, undergo an updated condition survey over coming months. Notwithstanding, given the underlying age of the building it will inevitably have a limited remaining lifespan before being considered for replacement.</p> <p>Existing surplus capacity if used permanently to reduce the required size of a second Dargavel primary school, will require to be replaced as part of a renewal programme. The determination of the timing of that will be subject to work progressed as part of the strategic learning estate programme.</p> <p>Consequently, it has been assessed that any financial advantage from utilising Bishopton PS will be restricted to a temporary time value of money benefit and consequently will be relatively limited.</p> <p>In addition, there is also a risk that utilising Bishopton PS permanently removes its availability to provide supporting capacity to manage both a temporary peak that may arise from upper end</p>


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				<p>educational demand scenarios and longer term upper end demand. There could be the risk that in such circumstances if Bishopton capacity was no longer available this would lead to higher overall costs over the longer term for the Council.</p> <p>The financial considerations and risks will be incorporated into the overall assessment scheduled to be reported as part of the Education & Children’s Services Board report in January 2024.</p>
<p>Set out overview in a report to the Education and Children’s Services Policy Board in respect to the potential long-term utilisation of Bishopton Primary School which will be subject to detailed consideration at an appropriate point in future years as actual long term demand trends increasingly emerge.</p>	<p>January 2024</p>	<p>Director of Children’s Services</p>		<p>Work to allow appropriate recommendation to be made is progressing in line with plans and scheduled to be reported to Board in January 2024</p>

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Bowles Report Recommendation 3				
As the Council progresses its plans to issue supplementary guidance on developer contributions for education it should seek to learn from other Councils in Scotland.				
A development the size of Dargavel is exceptional and would need its own modelling techniques. However, for smaller developments the Council should create an evidence base to calculate specific yield factors derived from recent developments in Renfrewshire. Such robust data will ease future negotiations.				
Undertake a desk top review of other local authorities across Scotland and identify key best practice councils to engage.	June 2023	Head of Economy and Development	Complete	
Complete detailed engagement with identified best practice councils arising from desk top research	Summer 2023	Head of Economy and Development	Complete	Detailed engagement completed with Fife, Falkirk and West Lothian councils.
<p>Complete data analysis exercise of a range of datasets of mixed historic sites across Renfrewshire to provide empirical evidence to support actual pupil yields to inform establishment of appropriate yield factors to be used in future contribution policy.</p> <ul style="list-style-type: none"> • Refresh % capacity of all schools (vs school rolls) • Sample research of Pupil Product Ratio (PPR) for developed housing sites (< 10 units) [min 10 site sample] • Sample research of PPR for developed housing sites (> 100 units)[min 10 site sample] • Sample research of PPR for established / mature housing development to provide longer term perspective (eg. 15 years old) (> 100 units)[min 4 site sample] • Identify individual schools where pupil capacity is above notional threshold (85%) • Identify all known undeveloped housing sites in individual school catchments • [Subset of 5] identify all housing sites with current "live" planning application 	October 2023	Head of Economy and Development	<p>Complete</p> 	Updated datasets (e.g. census data released by NRS) now available to allow detailed data analysis to be completed. Resource challenges have slowed the pace of some of this workstream but prioritisation expected to still allow for this to be completed during October.



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<ul style="list-style-type: none"> Identify schools where it is anticipated intervention would be required to increase capacity based on potential future housing to be delivered over next 10 years to inform likely future developer discussions. 				
<p>Incorporate into the development of the draft contributions policy targeted to be presented to the Planning and Climate Change Policy Board in January 2024.</p>	<p>January 2024</p>	<p>Head of Economy and Development</p>		<p>This remains the targeted date but it will be informed by complexity of any additional work that may be identified from the data analytics workstream.</p>
<p>Bowles Report Recommendation 4</p> <p>Council needs to work co-operatively with BAE. Unless the Council and BAE can work together to resolve the current problems, BAE may face accusations, whether founded or not and regardless of Council incompetence, that it has increased its profits at the expense of Council taxpayers.</p>				
<p>Response Objectives</p> <p>Secure legal ownership of suitable land to facilitate delivery of a second school within Dargavel Village as well as additional land next to existing school site to provide increased flexibility to meet potential future extension of the school and or establishment of greater outdoor space.</p> <p>Secure legal commitment from BAE to provide land remediation and associated infrastructure requirements as part of legal agreement at nil cost to the Council.</p> <p>Secure as part of the legal agreement certainty on consented planning numbers and any associated adjustments to s.75 agreement to reflect revised agreement.</p>				

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Secure with BAE agreement on Heads of Terms for allow for mutual governance approval from each organisation to inform detailed legal agreement drafting and final sign off	As soon as possible was targeted.	Chief Executive	Complete	This was completed and approved by ILE Board end of August
Secure completed and signed legal missives to deliver in full the objectives outlined above to provide certainty and timing of availability of remediated and infrastructure proofed land to support wider school delivery planning and consultation arrangements that will be progressed by the Council team.	August 2023	Chief Executive	Complete	Legal missives concluded mid-September
Proposed revisions to S.75 negotiated with BAE Systems were approved by ILE. Revised S.75 signed off by both the Council and BAE Systems to legally conclude matters.	August 2023	Head of Economy & Development	Complete	Approved by planning and Climate Change Board end of August
<p>Bowles Report Recommendation 5</p> <p>Corporate working and organisational culture - although I understand that the Council has sought to improve and strengthen corporate working in recent years, the evidence would suggest there is a long way to go; simply establishing corporate working groups is insufficient if staff are in a mindset of 'not my problem'.</p> <p>The failure of management oversight, if symptomatic of the Council as a whole, would be deeply disturbing. The Council needs to consider a significant change programme, not just on the of issue of corporate working and personal responsibility, but also its organisational culture and values. It needs plans to build a stronger organisation where constructive challenge is welcomed and there is a clarity of what is expected of all of those in a leadership role.</p>				
<p>Response Objectives</p> <p>Provide assurance that established programme governance framework and operations of governance for other major capital investment programmes and specifically that the Bowles findings on the historic failings on the handling of Dargavel by officers are not representative of the Council's current culture and approach to the management and delivery of major programmes.</p>				



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<p>The Council is committed to living its values as a learning and collaborative organisation and post COVID was already in the process of re-establishing an Leadership Development programme for senior leadership teams and managers across the Council in recognition that this required to be reinvigorated post COVID and that there has been significant turnover in management and senior positions over the past three years and this would support growing and maturing the current culture and collaborative connections across the organisation.</p> <p>In response to the Bowles recommendations, the objective is to ensure the new Leadership Development programme is appropriately cognisant and reflective of the key learning points from the Bowles report and takes the opportunity to ensure its coverage seeks to re-enforce the development of skills related to governance, risk management, commercial risk, corporate working and culture etc and effectively utilises failures referenced in the Bowles report as key examples for learning throughout the programme. Collective reflection and learning of such significant failures – albeit historical – is recognised as an important element of building an effective future culture and ways of working across the organisation.</p>				
<p>Undertake a health check assessment on major capital programmes to provide reassurance in respect to all aspects of governance, control, reporting and management of programmes.</p>	<p>October 2023</p>	<p>Chief Executive supported by CMT</p>		<p>Health check will be completed by end of October with any identified improvement actions considered by CMT.</p>
<p>Put in place arrangements to deliver a comprehensive Leadership Development Programme (circa 12 months + programme) for chief officers and senior managers which amongst other things will cover and key areas referenced in the Bowles report in respect to governance, accountability, risk management, collaborative working, member officer relations etc.</p>	<p>Commence programme by September 2023</p>	<p>Director of Finance & Resources and Head of HR & OD</p>		<p>Contract engagement in place and resources secured from SOLACE Enterprises to support co-designed and co-delivered programme.</p> <p>Initial Chief Officer programme launch event occurred on 3rd October with focusing on personal resilience with the following Learning Development events scheduled: -</p> <p>October – Effective Communications and Elected Member Relations</p>






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				<p>November - Governance and Risk Management</p> <p>December – Programme Management, Leading and Navigating Strategic Change</p> <p>January – Transformational Leadership</p> <p>February – Delivering Corporate/Team Values and Vision</p> <p>Delivery of wider tier of management / leadership cohort to commence early 2024.</p>
<p>Design and undertake an evaluation process of the Leadership Development Programme for Chief Officer cohort to inform required changes / adjustments to programme delivery for next management cohort.</p>	<p>March 2024</p>	<p>Head of HR and OD</p>	<p>Not commenced</p>	

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Bowles Report Recommendation 6				
<p>Risk management</p> <p>From documents I have seen the Council was unaware of the scale of risk it was taking in the calculation of pupil numbers. The identified risk in Council documents related to providing the school on time, not that the size of the school may prove to be inadequate. The failure to identify that risk has had two consequences; first the Council has been slow to react to the increase in pupil numbers and second the Council did not negotiate with BAE with that risk in mind.</p> <p>The Council needs to review how it both identifies risk and manages it.</p>				
Response Objectives				
<p>Progress actions to provide reassurance in relation to the Council’s current risk management approach, in particular how this is approached, deployed and managed as part of major projects as well as considering and assessing the seniority / appropriateness of officer involvement and related skills across officers involved in the process.</p>				
<p>A review of risk profiles across all service departments to ensure visibility of all risks and confirmation of where certain risks are being monitored if outwith the standard Risk Reports to the Audit, Risk and Scrutiny Board (i.e., Health and Safety Planning Groups, Service Improvement Plans etc)</p>	<p>October 2023</p>	<p>Director of Finance and Resources</p>	<p></p>	<p>Initial report to CMT w/c 9/10/23 to update on progress, with planned final report to ARSB on 6/11/23</p>
<p>A review of the ‘service risk representative’ roles in each service department to ensure the representatives who sit on the Corporate Risk Management Group are sufficiently involved in risk matters within the service, to feed this into the Corporate Risk Management Group and that they also have authority within the service to provide challenge as a ‘critical friend.’</p>	<p>October 2023</p>	<p>Director of Finance and Resources</p>	<p></p>	<p>Ongoing – CMT confirmation of current reps or revised membership; including consideration of revised job responsibilities for corporate representatives undertaking compliance activities</p>



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Delivery of a project risk management workshop specific to the planned new primary school in Dargavel (complete)	August 2023	Director of Finance and Resources	Complete	Workshop delivered covering nature of project risks, risk changes over lifecycle of the project; reminder of Council PM framework and PMU support; key issues re good governance
Delivery of project risk management training with all PMU colleagues (in a train the trainer format) so colleagues are delivering this as part of project kick-offs to support a more risk focussed culture in the organisation.	September 2023	Director of Finance and Resources		Scheduled for 12/10/23
Undertaking a 'health check' of project management arrangements across the council to ensure governance, management, reporting and risk management is appropriate to the scale of the project.	November 2023	Director of Finance and Resources		Compliance review of all PMU supported projects underway with aim to complete by end November; model and approach to be more widely applied to other significant Council projects
An update to the risk management course on iLearn and consideration of whether it should be a mandatory course.	November 2023	Director of Finance and Resources		Work underway, decision on mandatory nature tbc by CMT
Embed and deliver risk management training into the new leadership development programme that is currently under development, particularly in relation to commercial risk	November 2023	Director of Finance and Resources	Complete	Risk management session programmed for delivery 8/11/23, including internal and external subject matter experts
Reviewing governance documents to ensure delegations in relation to liability caps are clear and unambiguous.	December 2023	Director of Finance and Resources		Potential minor additions/revisions to the council's scheme of delegation and contract standing orders being considered, with formal approval by Council in due course
Deliver a targeted risk management development day for Chief Officers:- <ul style="list-style-type: none"> Project risk management (and risk simulation exercise) 	December 2023	Director of Finance and Resources		Programme being developed delivered by internal leads with support from appropriate external experts, with delivery planned early December

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<ul style="list-style-type: none"> • Risk horizon scanning and sustainability (the Global Risk Report) • Liability caps and their implications 				
<p>It is recognised that Dargavel Village has a significant amount of housing development yet to be delivered (circa 2000 housing units over a 10 year period) and therefore many of the associated risk that existed at the beginning of the development continue to exist today albeit there is live data to inform future projections from the first circa 2,300 units that have been delivered. Manage ongoing education demand risk relating to Dargavel through: The Council therefore continues to face risk and uncertainty in relation to accurately projecting the scale and timing of future education demand which will continue to have inherent uncertainty and risk. In recognition of this the Council will continue to progress the following actions to manage and mitigate this risk:-</p> <p>Securing robust long term demand projections which provide both a core projection, potential upper scenario and a long term view of the potential scale and timing of short term peak demand to inform decisions on capacity provision.</p>	September 2023	Director of Children’s Services	Complete	Further updates will be completed in this respect for updated datasets available from November registration data and recently released NRS Census data

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<p>Identify now a range of flexible options that are and will remain available to in future years to deliver, if required additional capacity (both temporary capacity and permanent long term capacity) to ensure the Council can be reassured of being able to respond appropriately to the potential for upper end demand scenarios and or temporary demand peaks to emerge.</p>	<p>January 2024</p>			
<p>Establish process and arrangements to support and provide detailed monitoring and updates to projections for updates to actual data sets to facilitate a continual re-assessment of longer term trend and likely requirements / decision point required in relation to deployment of potential additional interventions.</p>	<p>January 2024</p>			

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<p>Bowles Report Recommendation 7</p> <p>Whilst protecting the integrity of the planning process, the Council needs to ensure the appropriate involvement of members in such developments.</p> <p>Additional Council Motion Council agrees that in light of the Independent External Review of Dargavel that there is a requirement to convene a cross party body to discuss and review existing governance arrangements of Renfrewshire Council.</p>				
<p>Response Objectives</p> <p>Assess the extent to which major investment projects have provided sufficient engagement with elected members through both formal governance routes as well as through briefing sessions, engagement sessions, group presentations, site tours etc. Identify any adjustments or improvements required moving forward.</p> <p>Provide officer support to a cross party group to of elected members to agree the remit and progress a discussion and review of the Council’s formal governance arrangements in line with the motion approved.</p> <p>Carry out an assessment of the Audit Risk and Scrutiny Board against CIPFA’s published good practice guide for audit committees.</p>				
<p>Undertake a health check assessment on major capital programmes to provide reassurance in respect to extent to which elected member involvement has been appropriately secured through formal governance reporting as well as via other appropriate informal engagement routes.</p>	<p>October 2023</p>	<p>Chief Executive supported by CMT</p>		<p>Health check will be completed by end of October with any identified improvement actions considered by CMT.</p>
<p>Support Council Leader and other nominated elected members to determine a review remit, progress the review and develop suitable recommendations.</p>	<p>TBC pending initial meeting</p>	<p>Head of Corporate Governance</p>	<p>Not yet commenced</p>	

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Carry out an assessment of the Audit Risk and Scrutiny Board against CIPFA's published good practice guide for audit committees and identify any recommendations for change in remit or operational arrangements.	December 2023	Director of Finance and Resources	Not yet commenced	Report outlining proposed approach to self assessment and wider full ARSB development day to be discussed at ARSB 6/11/23. Timescales for any revisions to ARSB remit or approach tbc depending on self-assessment outcomes.
<p>Bowles Report Recommendation 8</p> <p>Public confidence</p> <p>These recent events and the matters described in this report will dent public confidence in the Council. The Council should work in an open and transparent manner in the resolution of these issues and particularly with the residents of Dargavel, who have legitimate concerns about the implications for their children during both their primary and secondary education.</p>				
<p>Response Objectives</p> <p>The key aim has been to provide straightforward messaging and up to date sitreps to ensure publics (and council representatives) have the most up-to-date position and the complexity of the issue is explained in a simple and honest way and that parental/carer concerns in respect to the school and educational environment are able to be appropriately discussed through structured engagement arrangements with the parent councils with appropriate agreed actions taken forward.</p> <p>The strategy has been designed to:</p> <ul style="list-style-type: none"> - Improve the flow and regularity of information to parents and carers and the wider Dargavel community, so they are first to hear about decisions impacting their community. - Ensure parents and carers have access to all projection data available to the council. - Introduce direct communication channels with Dargavel residents, enabling all sections of the community to engage on matters that are important to them and making sure the latest information is accessible and easy to find. - Provide residents with a feedback loop to enable them to ask questions of the council in relation to the development and have questions answered quickly. - Include the community in formal planning and design of a new primary school and high school extension. 				

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<p>It is recognised that effective communication and engagement is important to building a new relationship between the Council and the Dargavel community, but ultimately it will take the delivery of the solution and investment in long term engagement to reduce local anxiety and fully rebuild trust and confidence in the Council.</p>				
	Target Completion Date	Responsible Officer	RAG Status	Update
<p>Develop communication plan to drive tactical engagement, ensuring the Dargavel community and specifically parents and carers kept updated on progress and the decisions being made by Council Boards.</p>	<p>November 2022</p>	<p>Head of Marketing and Comms</p>	<p>Complete</p>	<p>This plan supported and guided all initial comms and engagement in the initial months of the issue being reported and has guided the following key activities:</p> <p>Hosting two parent and carer meetings, attended by council officers and more than 220 parents or carers,</p> <p>Attending several parent council meetings with all primary schools and PMHS to support direct engagement, discussion on key activities, immediate estate decisions in respect to deployment of modular classrooms and post occupancy adjustments at Dargavel Primary, sharing and discussion of revised projection data and modelling, key council decision points, independent review outcomes etc</p> <p>Attending several community meetings from community council, Community Liaison Group as well as supporting coordination and delivery of</p>

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				<p>wider community representative round table session to maintain ongoing engagement, sharing of information and data sharing etc.</p> <p>Issuing 12 letters/updates to impacted parents and carers at Dargavel Primary School</p> <p>Issuing 9 updates to Bishopton Community Council</p> <p>Issuing 3 media releases or proactive statements and responding to almost 50 media enquiries</p> <p>Issuing 11 elected member briefings and 8 MP/MSP briefings to support members in their engagement with local families.</p> <p>Maintaining updated information on the council website with 10 updates to our web pages</p>
<p>Deliver a revised comms and engagement strategy to coincide with the return to school period along with timing of key milestone points in relation to post independent review and moving towards confirmation of progress with BAE systems and moving more significantly into a delivery phase. This will ensure long term engagement process continues to build pro-active and positive engagement to continue to re-establish trust and confidence across the Dargavel community.</p>	<p>August 2023</p>	<p>Head of Marketing and Comms</p>	<p>Complete</p>	<p>The Dargavel communication and engagement strategy was activated in October 2022 to direct long-term stakeholder engagement following the planned public announcement of a significant error in school roll projections impacting the new Dargavel Primary school. The strategy has evolved since, considering the decision-making that has followed and refreshed following publication of the David Bowles Review. The strategy has directed media and stakeholder engagement in</p>

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				<p>relation to all subsequent council decisions pertaining to Dargavel, the initial announcement, short-term mitigation arrangements, publication of the independent external review and the development of long-term solutions to increase primary and secondary capacity. The key aim has been to provide straightforward messaging and up to date sitreps to ensure the public (and council representatives) have the most up-to-date position and the complexity of the issue is explained in a simple and honest way. We committed from the outset to ensure those members of the community directly impacted (and their representatives) are first to hear about the steps being taken to deliver a solution and the decision-making process involved. The strategy has been designed to:</p> <ul style="list-style-type: none"> • Improve the flow and regularity of information to parents and carers and the wider Dargavel community, so they are first to hear about decisions impacting their community. Ensure parents and carers have access to all projection data available to the council. • Introduce direct communication channels with Dargavel residents, enabling all sections of the community to engage on matters that are important to them and making sure the latest information is accessible and easy to find.

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				<ul style="list-style-type: none"> • Provide residents with a feedback loop to enable them to ask questions of the council in relation to the development and have questions answered quickly. • Include the community in formal planning and design of a new primary school and high school extension.
Establish a new parent council liaison group to provide a single PC forum (at the request of PC chairs) to provide a streamlined opportunity for consistent engagement and communication with the whole PC community for all schools associated with Dargavel / Bishopton and PMHS and all feeder primaries.	August 2023	Head of Education	Complete	Group has been established and has met following school summer break with positive feedback from Parent Council Chairs with engagement to date.
Establish regular opt-in digital community newsletter to facilitate regular communication updates direct to interested members of the community.	August 2023	Head of Marketing and Comms	Complete	Take up of opt-in digital channel newsletter is currently sitting at 309 users and it is expected that this will continue to grow in the coming months as school delivery and design engagement commences more significantly.
Establish and track key indicators of community sentiment.	Ongoing	Head of Marketing and Comms	Ongoing	Assessment of the range of indicators and metrics suggest an ongoing interest in Dargavel albeit across the wider community this beginning to settle into the formalised engagement routes focusing increasingly on the range of solutions identified for delivery by the Council. There remain some ongoing aspects of concern expressed from some key community representatives in relation to the new school and planned expansion to PMHS which may continue

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				to be an issue raised through ongoing engagement and future consultation arrangements.
Develop, deploy (at appropriate key points post formal consultation period) and evaluate a community pulse survey to assess and track community sentiment and view of ongoing handling and satisfaction with delivery of key interventions within the community.	Expected April/May 2024	Head of Marketing and comms	N/A at this stage	

