

Notice of Meeting and Agenda Council

Date	Time	Venue
Thursday, 27 September 2018	09:30	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Jennifer Marion Adam-McGregor: Councillor Tom Begg: Councillor Derek Bibby: Councillor Bill Binks: Councillor Bill Brown: Councillor Stephen Burns: Councillor Jacqueline Cameron: Councillor Michelle Campbell: Councillor Carolann Davidson: Councillor Eddie Devine: Councillor Andy Doig: Councillor Audrey Doig: Councillor Natalie Don: Councillor Alison Jean Dowling: Councillor Edward Grady: Councillor Neill Graham: Councillor Jim Harte: Councillor John Hood: Councillor Lisa-Marie Hughes: Councillor Karen Kennedy: Councillor Scott Kerr: Councillor Paul Mack: Councillor Alistair Mackay: Councillor James MacLaren: Councillor Kenny MacLaren: Councillor Mags MacLaren: Councillor Eileen McCartin: Councillor Colin McCulloch: Councillor Marie McGurk: Councillor John McIntyre: Councillor John McNaughtan: Councillor Kevin Montgomery: Councillor Will Mylet: Councillor Emma Rodden: Councillor Jim Sharkey: Councillor John Shaw: Councillor James Sheridan: Councillor Andy Steel: Councillor Jane Strang: Provost Lorraine Cameron (Convener): Councillor Cathy McEwan (Depute Convener): Councillor Iain Nicolson (Leader): Councillor Jim Paterson (Depute Leader)

Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx>
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Items of business

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

1 Minutes of Meetings of Council, Boards and Panels

Minutes attached separately:

Council, 28 June 2018, pages 1-20

Regulatory Functions Board, 7 August 2018, pages 21-22

Cross Party Sounding Board, 16 August 2018, pages 23-24

Communities, Housing and Planning Policy Board, 21 August 2018, pages 25-40

Renfrew and Gallowhill Local Area Committee, 21 August 2018, pages 41-44

Regulatory Functions Board, 22 August 2018, pages 45-52

Education and Children's Services Policy Board, 23 August 2018, pages 53-60

Paisley North Local Area Committee, 23 August 2018, pages 61-64

Audit, Risk and Scrutiny Board, 27 August 2018, pages 65-72

Paisley South Local Area Committee, 28 August 2018, pages 73-76

Infrastructure, Land and Environment Policy Board, 29 August 2018, pages 77-96

Johnstone and the Villages Local Area Committee, 30 August 2018, pages 97-100

Petitions Board, 3 September 2018, pages 101-102

Placing Requests, Exclusions and Appeals Panel, 4 September 2018, pages 103-104

Finance, Resources and Customer Services Policy Board, 5 September 2018, pages 105-126

Houston, Crosslee, Linwood, Riverside and Erskine Local Area Committee, 5 September 2018, pages 127-130

Regulatory Functions Board, 6 September 2018, pages 131-136

Local Review Body, 11 September 2018, pages 137-140

Personnel Appeals and Applied Conditions of Service Appeals Panel 141-142

Appointment Board, 13 September 2018 (to follow)

Leadership Board, 19 September 2018 (to follow)

Appointment Board, 19 September 2018 (to follow)

Audit, Risk and Scrutiny Board, 25 September 2018 (to follow)

2 Audited Annual Accounts 2017-18

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Report by Director of Finance and Resources (Accounts document attached separately)

3 Financial Outlook 2019-21

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Report by Director of Finance and Resources

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15	Notice of Motion 1 by Councillors Sheridan and Kennedy	
	"That this council resolves to adopt the modern slavery charter (below) to ensure our procurement practices don't support slavery.	
	Train its corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course of Ethical Procurement and Supply.	
	Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.	

Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.

Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.

Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.

Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.

Review its contractual spending regularly to identify any potential issues with modern slavery.

Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.

Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.

Report publicly on the implementation of the policy annually."

16 Notice of Motion 2 by Councillors Mack and Andy Doig

"Recycling

Can the Council reassure the good people of Renfrewshire that their diligence is being rewarded and that all detritus that they are meticulously separating and putting into the myriad of coloured coded refuse bins is being transported to the various designated/dedicated sites and re-cycled wherever possible.

Can you scotch the rumour that despite our best efforts all refuse is going into one civic amenity site without the remotest regard for re-cycling and our carbon-footprint."

17 Notice of Motion 3 by Councillors Andy Doig and Mack

"Renfrewshire Council highlights the fact that legal protection against libel, slander, and hate crime, exists in Scots law, and therefore calls on the Scottish Government to review the operation and remit of the Standards Commission for Scotland."

18 Notice of Motion 4 by Councillors Audrey Doig and Hughes

"Scotland Women's National Football Squad

Renfrewshire Council congratulates the Scotland Women's National Football Squad for qualifying for the 2019 Women's World Cup in France, and praises the management and team for inspiring Scotland to

get behind them with such exceptional results.

Council calls, in recognition of this outstanding international sporting achievement, for the Scottish Football Association to increase its level of funding for Women's Football in Scotland."

19 Notice of Motion 5 by Councillors Steel and McNaughtan

"Council rejects the report by the 'Taxpayers' Alliance' into time taken by union officials to go about their duties while employed by Renfrewshire Council and the cost this incurs.

Council applauds the work done by Trades Union officials within Renfrewshire Council to promote best working practices and condition, and recognises the contribution made to good working relations brought about by management working closely with Trades Unions."

20 Notice of Motion 6 by Councillors Steel and J Cameron

"Council applauds the superb work done by Elderslie Community Council prior to the recent Wallace Day events in the village to tidy and clean the area around the Wallace monument.

Given the potential economic benefit to the area of the Wallace brand, council notes with disappointment that action has not been taken previously to utilise this hyper-localised and unique aspect of Elderslie's identity to maximum advantage.

Therefore, Council directs officers to bring a report to the appropriate board, setting out a plan to engage all stakeholders and develop a suite of activities to maximise the potential economic benefit to Elderslie in relation to the Wallace heritage."

21 Notice of Motion 7 by Councillors J MacLaren and McIntyre

"Sight lines

Council notes that despite requiring developers to build in visibility splays at junctions for new roads, these sight lines are not maintained once the new roads have been adopted. Council further notes that throughout Renfrewshire grass, bushes and hedges along the roads have been allowed to grow with little if any maintenance causing unnecessary dangers to traffic and pedestrians. Council calls for hedge and verge maintenance, necessary for the purpose of road safety, to have an increased priority and for early enforcement on landowners, when required, in order to keep pavements clear."

22 Notice of Motion 8 by Councillors J MacLaren and Begg

"Primary school provision in Bishopton and Dargavel

This council calls on the Director of Children's Services to consider the current proposal of a new primary school for the Dargavel development only and to bring a report back to the next Education & Children's Services Policy Board setting out how the public will be consulted on the

proposal and setting out the merits and cost implications of building one large primary school in Dargavel for the whole of Bishopton including Dargavel."

23 Notice of Motion 9 by Councillors Davidson and Hood

"Webcasting of Policy Boards

Council notes the success of the web casting of full meetings of Renfrewshire Council.

In the interests of further transparency and public engagement Council agrees to introduce web casting of the following Boards and Committees:-

Infrastructure Land and Environmental Policy Board
Finance and Resources & Customer Service Policy Board
Communities Housing and Planning Policy Board
Education and Children's Services Policy Board
Leadership Board
Petitions Board
Audit Scrutiny and Risk"

24 Notice of Motion 10 by Councillors Davidson and Devine

"Parking Spaces at Whiteford Road, Paisley

Council agrees that grass verges at Whiteford Road be removed and replaced by parking spaces within the next 6 months."

25 Notice of Motion 11 by Councillors Kennedy and Grady

"Childcare First

Council will take the necessary steps to ensure that Hillview Nursery (Ferguslie) and Rainbow Nursery (Shortroods) remain open beyond March 2019.

Council will reassure parents staff and children that they will continue to offer the support they need from Renfrewshire Council in future and agree that a report be brought back to the Full Council meeting on 13 December 2018."

**26 Notice of Motion 12 by Councillors Hughes and J
Cameron**

"Protest Buffer Zones for Reproductive Health Clinics

Council believes in upholding the right to peaceful protest. Council further believes that the right to peaceful protest should not interfere with the fundamental right for women to make individual reproductive choices, or NHS professionals to do their job without fear or abuse. Council further notes that campaigns against women exercising their sexual health rights can continue without occupying the space immediately outside clinics and services, which cause distress to both those accessing these services, and patients accessing general

healthcare in the same sites.

Council note the recent decision by Glasgow city council requesting that NHSGG&C explore the possibility of protest buffer zones in the Glasgow area. Council supports the exploration of the case for buffer zones outside reproductive health clinics and hospitals as a means of ensuring that no individuals are harassed or obstructed from accessing confidential advice and treatment.

Council requests that the Chief Officer of the IJB to raise the issue of a potential buffer zone policy relating to sexual and reproductive health facilities and hospitals in Renfrewshire with Greater Glasgow and Clyde Health Board, and to provide feedback on these discussions to the Council."

27 Notice of Motion 13 by Councillors J Cameron and Adam-McGregor

"Smoking is the biggest avoidable cause of death in Scotland and results in the disability and impoverishment of thousands of people in Renfrewshire Council every year. Childhood exposure to second-hand smoke causes ill-health, reduces educational attainment and smoking imagery can lead children to become smokers themselves.

In support of the Scottish Government's target of a Tobacco-free Scotland by 2034 (5% prevalence or less), this Council endorses the Principle of Scotland's Charter for a Tobacco-free Generation, to put tobacco out of sight, out of mind and out of fashion for children born in 2013 and give Renfrewshire Council access to the free resources and advice available from ASH Scotland and other Charter signatories across Scotland."

28 Notice of Motion 14 by Councillors Steel and Hughes

"Council notes the success of closed road cycling events in Perth, London and Wrexham, and that these events now attract entrants in the tens of thousands. Renfrewshire, with an unparalleled combination of challenging climbs and quiet roads, is the ideal location to host such an event in central Scotland.

Council further notes that not only would such an event fit with the Council's strategy of Paisley 2021 legacy events being directed out with Paisley itself, it would complement policies to improve the physical and mental wellbeing of the community. The economic impact on the area could also be considerable.

Council therefore directs the Cycling Champion to create a working group with an aim to bring such an event to Renfrewshire by 2020; and to liaise with all relevant stakeholders and bring to the appropriate board a budgeted plan for an event which would put Renfrewshire at the forefront of mass participation cycling events in Scotland."

29 Notice of Motion 15 by Councillors Rodden and Steel

"Council supports the work of Active Communities in the ongoing

development of 'Kairos', a women's centre based in Johnstone. The project is funded by the Robertson Trust and is a community led initiative to meet the needs of all women, girls and families including those who are vulnerable. Their mission is a world where all women achieve their potential. Active Communities were the first recipient of the council's community empowerment fund, specifically for the Kairos initiative.

Kairos is one of only two women's centres in Scotland and Council welcomes the Robertson's Trust's decision in choosing Renfrewshire for this valuable asset to the community."

30 Notice of Motion 16 by Councillors Dowling and Kerr

"Renfrewshire Council Events Team

"Council agrees that the Renfrewshire Council events team will formally extend their support to all Renfrewshire Towns and Villages to help produce and deliver programming, marketing and the infrastructure required to host their annual Christmas Lights Switch On events".

31 Notice of Motion 17 by Councillors Andy Doig and Bibby

"Prostate Cancer Awareness

Renfrewshire Council supports the efforts of charities such as Prostate Cancer UK to raise awareness of the fact that prostate cancer is one of the biggest killers of men, commends their educational campaigns about the risk factors and symptoms of prostate cancer, and their robust advocacy for further research on the causes of prostate cancer.

Council notes with concern the variation in Scottish Health Board Areas regarding the availability of multiparametric MRI (mpMRI) scans before a biopsy, which could radically boost detection of prostate cancer and cut unnecessary procedures, and backs the campaign by Prostate Cancer UK to promote parity across NHS Scotland."

32 Notice of Motion 18 by Councillors Andy Doig and Bibby

"School Catchment Areas

Renfrewshire Council recognises the requirement to review school catchment areas at periodic intervals and believes that such catchment areas must be based on criteria such as safe walking routes to school, as well as improving and fostering links with local communities. Furthermore, Council stresses that changes to school catchment areas should not be made without the fullest consultation with parents, in order to give the fullest support to long term community cohesion."

33 Notice of Motion 19 by Councillors Bibby and Dowling

"Pride Rainbow Flag

Council recognises and fully supports the work of the LGBT community in promoting the rights and needs of LGBT people, and its pursuance of inclusion and equality.

In celebration of this work the Council agrees to fly the Pride Rainbow Flag outside Renfrewshire House on a date in 2019, and thereafter annually, and will consult with the local LGBT community on how best to mark this occasion."

34 Notice of Motion 20 by Councillors Andy Doig and Hood

"The Reinstatement of the 307 Johnstone Station/Lochwinnoch and the Spateston/Corseford/RAH 20 McGills Bus Services

Renfrewshire Council deplores the decision by McGills Buses to cut back the 307 Johnstone Station/Lochwinnoch, and the 20 Spateston/Corseford/RAH/Whitehaugh bus services. Council condemns this callous decision which discriminates against non car users and promotes social exclusion.

Council further highlights the remit of the SPT in subsidising bus services for routes which bus companies deem to be non-profitable, and calls on the SPT to enter into discussions with McGills to reinstate the no 307 and no 20 services, and if need be, for the SPT to subsidise them."

35 Notice of Motion 21 by Councillors Paterson and Nicolson

"Hillview Nursery

Renfrewshire Council notes the decision of the Board of Child Care First to close Hillview Nursery in March 2019. Council recognises the potential impact the decision will have on the children and families presently using the service at Hillview. Council wants to ensure that children in their pre-school year don't have to change nursery placement before they move to primary school.

Council is committed to ensuring that children entitled to the present 600 hours of funded learning and childcare can do so. Council is also developing the plan to expand the funded hours to 1140 by 2020.

The Council is committed to ensuring the continuation of service to the children and families who use Hillview nursery and agrees to approach Child Care First to secure the transfer of the service to the Council."



To: Council

On: 27 September 2018

Report by: Director of Finance & Resources

Heading: Audited Annual Accounts 2017/18

1. Summary

- 1.1 The 2017/18 unaudited Annual Accounts were submitted to Council for approval on 28 June 2018 and then submitted for audit to Audit Scotland.
- 1.2 The audit process is now complete and the Assistant Director of Audit (Local Government) has provided an audit opinion which is free from qualification.
- 1.3 Under the Local Authority Accounts (Scotland) Regulations 2014, the Council must meet to consider the Annual Accounts and aim to approve those accounts for signature no later than 30th September. In order to comply with these requirements the 2017/18 Annual Accounts are now attached for approval.
- 1.4 The Assistant Director of Audit (Local Government) has also provided an annual audit report to Members and the Controller of Audit which was considered by the Audit, Risk and Scrutiny Board on 25 September 2018. This report is attached for Members information.
- 1.5 The accounts for the charities controlled by the Council have also been audited by Audit Scotland and they have provided separate audit opinions on the accounts of these charities (including the three Common Good Funds and the four charitable trust funds) in accordance with the charities regulations and best practice promoted by the Office

of the Scottish Charities Regulator (OSCR). These accounts are also attached for Council approval.

2. **Recommendations**

Council is asked to:-

- 2.1 Approve the Annual Accounts for 2017/18 for signature in accordance with the Local Authority Accounts (Scotland) Regulations 2014;
- 2.2 Approve the 2017/18 accounts of the Renfrew, Paisley and Johnstone Common Good Funds and Renfrewshire Council Trust Funds, and thereafter delegate authority to the Director of Finance & Resources to submit these accounts to OSCR in accordance with the relevant regulations;
- 2.3 Note the annual audit report to Members.

Implications of the Report

- 1. **Financial** - The 2017/18 Annual Accounts have been certified as providing a true and fair view of the financial position of the Council as at 31 March 2018.
- 2. **HR & Organisational Development** – *n/a*
- 3. **Community Planning** –
 - Children and Young People** – *n/a*
 - Community Care, Health & Well-being** – *n/a*
 - Empowering our Communities** – *n/a*
 - Greener** – *n/a*
 - Jobs and the Economy** – *n/a*

Safer and Stronger – *n/a*

4. **Legal** - An audit opinion free from qualification demonstrates the Council's compliance with the statutory accounting requirements set out in the Local Government (Scotland) Act 1973 and the Local Government in Scotland Act 2003.

5. **Property/Assets** – *n/a*

6. **Information Technology** – *n/a*

7. **Equality & Human Rights**

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** -*n/a*

9. **Procurement** – *n/a*

10. **Risk** – *n/a*

11. **Privacy Impact** – *n/a*

12. **Cosla Policy Position** – *n/a*

Author: *Alastair MacArthur, Ext 7363*



To: Council

On: 27 September 2018

Report by: Director of Finance and Resources

Heading: Financial Outlook 2019 - 2021

1. Overview and Key Messages

- 1.1 This report provides an update to the Financial Outlook previously outlined to the Leadership Board in December 2017, and the updated financial position as presented to Council on 2 March 2018.
- 1.2 The Council's financial outlook continues to be characterised by considerable and ongoing uncertainty, is fluid and subject to material change over even a short-term time horizon. In the context of the wider economic and public spending environment across both the UK and Scotland and in particular the increasing uncertainty developing around the impact of the outcome of the UK's negotiations to withdraw from the European Union in March 2019, the Council's financial outlook over the short to medium term has the potential to move into a period of heightened uncertainty and change.
- 1.3 Key influential areas continue to relate predominantly to future levels of government grant support, future pay awards and a range of demand related service pressures. Current forecasts in relation to the future financial impact of each of these areas are at high risk of being subject to ongoing change and material movement.
- 1.4 As a consequence, the Council's financial planning arrangements remain subject to active review and increasingly are founded upon a scenario-based approach, in recognition of the scale of variability in the potential financial outcomes for the Council as uncertainties resolve and greater certainty is established.

Key Messages

1.5

The Council's current financial position remains stable and within the financial planning parameters established when the Council set its budget for 2018/19. Audit Scotland has recently completed their audit of the 2017/18 accounts and the audited financial position remains in line with that reported to Council in June 2018.

In setting the 2018/19 budget, the Council committed to approximately £15.6m of non-recurring spending, reflecting the temporary spending capacity that was available, predominantly due to the more positive outcome on grant confirmed as part of the Scottish Government's budget for 2018/19.

Notwithstanding this positive outcome for 2018/19, it represents only temporary respite and it is recognised that the Council will continue to face significant medium term financial challenges to maintain its financial stability, sustainability and capacity to redirect a reducing resource base to invest in key priorities.

At this stage it is forecast with a reasonable degree of certainty that the Council will face significant new gross budget pressures in each of the following two years. What is less certain is the overall scale and this is currently estimated to fall within a relatively wide range of £26 million - £70 million over the two year period.

Taking account of the of the non-recurring spending committed to in 2018/19 and other positive benefits identified in Table 3, this provides a net forecast funding gap estimated to be between £4 million - £48 million over the two year period 2019 – 21, with the central forecast estimated at approximately £27 million. This is prior to any further mitigating action that may be taken by the Council to reduce the impact of these new budget pressures.

As outlined in the main body of the report, it is anticipated that moving forward, scope to reduce the overall forecast budget deficit is likely to emerge over coming months through ongoing work with all Service Directors to identify existing resources that can be released and redirected to offset new emerging pressures, savings that will emerge from both existing and new workstreams that will be progressed through the Better Council Change Programme, as well as opportunities to refine the Council's long-term debt smoothing strategy to release funding to support ongoing service delivery over the medium term.

There is uncertainty over the extent to which this year on year financial challenge will persist moving into 2021/22 and beyond. The Scottish Government's recent five-year Fiscal Outlook would suggest that the Local Government core grant will potentially face sustained year on year cash cuts from 2018/19 through to 2022/23. In such circumstances, addressing an ongoing financial challenge at scale is likely to remain a

recurring feature of the Council's key strategic challenges and risks over the medium term.

In these circumstances and as in previous years, it is critical that the Council continues to adopt a sustainable medium-term perspective in developing the budget planning for 2019/20. It will also be important that the budget planning secures sufficient financial flexibility to ensure the final position that emerges over the coming months can be adequately and sustainably addressed, recognising there may be limited time between announcement of government grant and statutory dates by which the Council may set its budget and council tax.

Strategically the Council should continue to plan services, the delivery of key outcomes and its finances over the medium term on the basis of: -

- reducing access to resources with uncertainty over when and at what level sustained growth may return,
- rising cost and demand pressures expected to be a long-term and recurring feature of the Council's financial outlook,
- an increasingly challenging need for the Council to prioritise spend to focus on the delivery of strategic priority outcomes, including potentially beginning to re-balance what level of services can sustainably be delivered directly by the Council for the communities across Renfrewshire, and
- that a focus on delivering change, transformation and savings will continue to be a necessary feature of the Council's strategic planning arrangements.

In the financial and strategic context outlined in this report, the Corporate Management team remain available to advise and work with political groups and elected members to assist in the development of budget strategies for 2019/20 which remain flexible, sustainable and focused on the delivery of key priorities detailed in the Council Plan.

2. Recommendations

- 2.1 Note the update regarding the Council's current financial position.
- 2.2 Note the updated financial forecasts for the medium term, the range of potential funding issues facing the Council and the requirement to continue to plan for further significant budget reductions in the period through to 2021 and potentially beyond.

- 2.3 Approve the Councils ongoing commitment to the financial planning principles outlined in section 9 of the report.

3. Current Financial position

- 3.1 The Council's current financial position remains within the financial planning parameters established in the setting of the 2018/19 budget. Audit Scotland have completed their audit of the 2017/18 annual accounts which has confirmed that the audited financial position remains in line with that reported to Council in June. Unallocated reserves remain at approximately £7 million and there is currently no dependence on these reserves as part of the 2018/19 budget strategy approved in March 2018, where it was also agreed that unallocated reserves be retained at a minimum of £7 million during 2018/19. Budget monitoring for 2018/19 to date confirms spending across all services remains broadly within existing budgets, excepting a relatively minor overspend currently reported within Environment & Infrastructure services which is forecast to be recovered by the financial year end. The Council's immediate financial position remains stable and consistent with existing financial and service plans notwithstanding the significant financial challenges which the Council will face in future years.

4 Update on Previous Financial Outlook 2018 – 2020

- 4.1 The Financial Outlook report to the Leadership Board in December 2017 outlined the key financial challenges facing the Council. The report forecast gross budget pressures of £17 million in 2018/19 and a further £24 million in 2019/20. This gross pressure had been mitigated to £0.5 million in 2018/19 and £21 million in 2019/20 through accelerated growth in the council tax base, a range of workstreams progressed by Directors through the Better Council Change Programme accompanied by a refinement of the Council's debt smoothing strategy.
- 4.2 At that time, the outlook necessarily remained fluid and was subject to significant uncertainty and movement even within a relatively short period. The report to Council on 1 March 2018 "Revenue Budget and Council Tax 2018/19" provided the most recent update and outlined a more favourable revenue grant settlement following the Scottish Parliamentary budget scrutiny process, generating a temporary revenue surplus after decisions taken by the Council of £15.750 million of which Council agreed to commit approximately £15.6 million on a non-recurring basis to a range of priority services. The report also highlighted that a residual funding gap of £12 million remained forecast for 2019/20 (reduced to £10 million following decisions taken by the council) based on existing assumptions, and that further annual funding gaps of significant scale were expected to continue over the medium term.

This forecasts, and the assumptions underpinning it, were subject to continuing uncertainty and could move both positively and adversely over a relatively short period. The central assumptions which impact most significantly are:

- Revenue grant settlement – the Scottish Government has provided little indication of the local government settlement beyond the current financial year, however the down side risks became more apparent as outlined in the Scottish Government medium term Financial Plan as reported to Council in June 2018. The risks to the level of grant remain as outlined in the previous Financial Outlook, with the impact of the Fiscal Framework under which the Scottish Government receive their funding from the UK Government increasing potentially the volatility of Scottish Government funding given its intrinsic link to the performance of the Scottish economy. Further information with regards future government grant prospects is provided later in this report.
- Pay settlements – The current budget for 2018/19 includes an estimate of pay increases for 2018/19 in line with the Scottish Government public sector pay policy. Negotiations with regards the final 18/19 pay award remain ongoing and as yet there is no agreement with regards the pay award for either teaching or non-teaching staff. Members will be aware of the diversion of pay awards for teachers from the rest of the local government workforce in 2017/18, where a further 1% pay uplift was agreed from 1 January 2018 in addition to the 1% agreed for the full 17/18 financial year for both teachers and non-teaching staff. In relation to negotiations for 2018/19, offers from the employers' side have been increased beyond that of the budgeted public sector pay policy. For teachers this will be funded by the Scottish Government, however for the non-teaching workforce this is unfunded and if accepted will create an additional recurring budget pressure of approximately £0.4 million.
- Demand pressures – a feature of previous financial outlook reports has been the increasing demand for adult social care and children's services linked to demographic and socio-economic changes. The Council has worked closely with the Renfrewshire Health and Social Care Partnership (HSCP) to manage and mitigate these demands while continuing to invest in services. As indicated in the budget report to Council in March 2018, funding set aside in previous years by the Council has not been fully utilised in the timescales anticipated, providing some capacity to direct these agreed resources to meet emerging pressures in the current financial year. However, demand levels and principally the degree to which this can fluctuate remains a key area of uncertainty moving forward for the Council's financial planning.

5 Financial Outlook 2019 -2021

- 5.1 The Council's medium term financial outlook continues to be characterised by considerable and ongoing uncertainty, is fluid and subject to material change over even a short-term time horizon. In the context of the wider economic and public spending environment across both the UK and Scotland and in particular the increasing uncertainty developing around the impact of the outcome of the UK's negotiations to withdraw from the European Union in March 2019, the Council's financial outlook over the short to medium term has the potential to move into a period of heightened uncertainty and change.
- 5.2 Key influential areas continue to relate predominantly to future levels of government grant support, future pay awards and a range of demand related service pressures. Current forecasts in relation to the future financial impact of each of these areas are at high risk of being subject to ongoing change and material movement.
- 5.3 As a consequence, the Council's financial planning arrangements remain subject to active review and increasingly are based upon a scenario-based approach, in recognition of the scale of variability in the potential financial outcomes for the Council as uncertainties resolve and certainty is established, but also to ensure the Council remains proactive in managing this key strategic challenge and that decisions are anticipated well in advance of required actions. It is important therefore that the Council continues to plan for a range of potential outcomes across the key financial risks and challenges as they are currently understood. The information in the following sections of the report outlines these key risks and the potential impact these could have on the financial sustainability of the Council, and any requirement to budget for savings.
- 5.4 The current range of forecast outcomes across key variables is summarised in Appendix 1. Given the current scale of uncertainty, a scenario based approach has been adopted where potential outcomes have been categorised into a lower, central and upper forecast position; where the lower forecast outlines a more optimistic outlook, while the higher forecast indicates the outcome should pressures transpire to be at the upper end of current forecasts. Table 1 below summarises this central forecast position before any mitigating action has been taken, however members should recognise the significant range possible as outlined in Appendix 1.

Table 1 – Gross budget pressures (Central forecast)

	2019/20	2020/21
General inflationary and contract pressures	£4.5m	£4.5m
Planned impact of Agreed Investment commitments	£2.5m	£2.5m
Adult services	£3.0m	£3.0m
Strategic waste	£2.5m	£0m
Pay pressures	£6.25m	£6.25m
Revenue grant loss	£6.0m	£6.0m
Total budget pressure	£24.75m	£22.25m
Range of Total Budget pressures	£14m - £36m	£12m - £34m

6 Government Grant prospects

- 6.1 Previous financial outlook reports have outlined the increased risks to both the Scottish Government block grant position and consequential risks to the local government settlement from the overall level of budget available to the Scottish Government, and their policy choices.
- 6.2 The level of funding available to the Scottish Government is influenced by the Fiscal Framework which came into place following the Scotland Act 2016, the associated enhanced borrowing and tax raising powers available; and importantly, the performance of the Scottish economy relative to that of the UK as a whole.
- 6.3 Revised [GDP figures](#) for both the UK and Scotland were published in August which highlighted real terms growth (per capita per annum) in the Scottish economy has been around 1% since 2014, compared to 4% in the UK. Notwithstanding the most recent quarterly economic growth statistics where Scotland marginally outperformed that of the UK as a whole, this pattern of disparity in the level of economic growth between the UK and Scotland is generally anticipated to continue over the medium term. This outlook was outlined by the Scottish Fiscal Commission, as highlighted in the report to Council in June 2018 'Scottish Government Fiscal Outlook – Medium Term Financial Strategy'. This represents a key risk to the Scottish Government budget through the Fiscal Framework arrangements. However, it is recognised that there are also risks at a UK level, and the Bank of England recently forecast UK GDP growth at only 1.75% through to 2021 – the actual economic

performance that will emerge for both the UK as a whole and that of Scotland is therefore far from certain. The Scottish Government plans to publish for the first time in September a Fiscal Framework Outturn Report which will provide further information with regards the reconciliation of the Scottish and UK economic position, and implications for the Scotland Reserve and potential borrowing.

- 6.4 These growth forecasts are and will necessarily be impacted by the form of Brexit which is finally agreed between the UK Government and the EU, with a “No Deal Brexit” potentially impacting more unfavourably than a deal which would allow some form of continued trading arrangements. The Chancellor of the Exchequer recently outlined the potential forecast impact on both the UK economy and the UK government borrowing position under a no deal scenario, where over a forecast period growth would be 8% lower than the current status quo, resulting in additional government borrowing of up to £80bn a year by 2033.
- 6.5 While there are obvious risks to the overall level of funds available to the Scottish Government from economic performance, the choices and priorities they make also significantly impact on the local government settlement. Again, as outlined in the report to Council in June 2018, the Medium Term Financial Strategy published by the Scottish Government in May provides the clearest indication yet of the Scottish Government’s future spending plans. These include the NHS, Police, Early Learning expansion and increased attainment. The Strategy also outlined that regardless of the scenario outcomes forecast, these priorities and the magnitude of these stated commitments will remain unchanged; resulting in spending on non-priority areas (of which local government’s core grant support is the largest element) being squeezed further when the overall budget is anticipated to experience relatively benign growth.
- 6.6 The Scottish Government strategy also detailed that efficiency savings of 5% per year could be required from non-priority areas. It remains unclear whether savings of this magnitude would require to be found within the local government settlement, however if this was a realistic prospect, this would significantly increase the scale of the budget challenges facing the Council.
- 6.7 A further potential long term negative impact on the level of government grant the Council could receive is related to the grant distribution mechanism, which is predominantly based on population measures. Regardless of the change in the overall grant quantum nationally, Renfrewshire’s share will be impacted by both actual and projected population changes across key age groups (eg over 65s, 5-18 year olds etc) relative to the movement at a national level. Therefore, while there could be a projected increase in absolute populations for Renfrewshire, if this growth is less than the projected growth nationally, then Renfrewshire’s share of revenue grant will reduce over the medium to longer term. Whilst such movements are generally not volatile, current projections based on national Records of Scotland data suggest that the

overall population share of Renfrewshire will reduce from 3.26% of the Scottish population to 3.20% over the next 20 years. Each 0.01% adverse movement could result in a grant reduction of circa £1 million.

6.8 The current timetable for the key announcements which will inform the position is the UK Government Autumn Statement and Budget will be published on or around 21 November. The Chancellor has also indicated he will undertake a full Spending Review early in 2019. The Scottish Government Budget is expected to be announced on or around 12 December, within the 3 week period after the UK Budget which the Cabinet Secretary agreed under the revised Scottish budget process. It is expected the Scottish budget and local government settlement will again be for a single year, with prospects of multi-year grant settlements not emerging until next year at the earliest.

6.9 The like for like movement in the level of revenue grant received in previous years by the Council is summarised below:

Table 2 – Historic revenue grant movement

	2015/16	2016/17	2017/18	2018/19
Draft Budget announcement	+0.1%	-3.4%	-4%	-0.8%
Final position following Parliamentary approval	-	-	-2.65%	+1%

It should be noted that in 2018/19, the Scottish Government utilised devolved tax raising powers to raise additional funding which was utilised to provide a better than anticipated financial settlement for local government and which was reflected in an improved settlement when compared with 2017/18. The Scottish Government have however made clear that they do not intend to implement any further tax changes in the course of this parliament, indicating that the structure of tax in Scotland has been set for this period. There is therefore a clear expectation that for 2019/20, the scale of grant reduction that is likely to be experienced by local government will deepen and move back towards level experienced in the period 2016/17 - 2017/18. In addition, there also remains a risk that the additional funding secured for local government over the course of the Parliamentary approval process in 2018/19 is not baselined, which would increase the budget pressures anticipated moving into 2019/20.

6.10 In this context, the current budget strategy central forecast is framed on an assumed level of grant reduction of 2%, (£6 million) in both 2019/20 and 2020/21. Any movement away from this assumption will have a significant effect on the Council's budget position; with each +/-1% movement being broadly equivalent to a £3 million change in the estimated saving requirement. The upper range of the forecast outlines the potential for a 4% (£12 million) cut, which would be similar to that

originally proposed in the Scottish Government's draft budget for 2017/18.

7 Projected cost pressures

- 7.1 The current projection for 2019/20 includes by necessity a range of assumptions in respect of key cost pressures, which in gross terms total approximately £19 million (central forecast), but could range from £14 million up to £27 million, equivalent to approximately 3.6% to 6.7% of the Council's net cost base.

Pay pressures

- 7.2 In agreeing the 2018/19 budget, the Council set aside budgetary provision for pay increases in line with the Scottish Government public sector pay policy. As mentioned above, negotiations with regards the final 18/19 pay award remain ongoing and as yet there is no agreement with regards the pay award for either teaching or non-teaching staff. Since the public sector pay policy was announced, higher settlements were announced for the NHS in Scotland, adding pressure for an improved offer from the employers' side in local government. As members will be aware, local government sets and agrees its own pay levels through established national bargaining arrangements, however the negotiating procedure for teachers is slightly different, with a tripartite approach in operation involving the Scottish Government. At present, an improved offer has been made to all areas of the workforce, similar to that agreed for the NHS in 2018/19, with the Scottish Government agreeing to fund the additional costs associated with the Teaching Workforce only. If accepted, this would add an unfunded pressure of around £0.400 million to the Council's budget.

- 7.3 In this context, the prospects for above inflation pay claims in future years are increasing, however pay settlements for local government will undoubtedly need to be balanced with the overall financial context which is anticipated as being one where overall resources will maintain a declining trajectory in both cash and real terms over the medium term. For context, each 1% pay award is equivalent to approximately £2.5 million of additional cost pressure. As was the case for 2018/19, there remains the likelihood that the pay award for 2019/20 will not be agreed prior to the Council agreeing its budget, in which case an appropriate provision would require to be made informed by the position negotiations had reached at that point.

Demographic pressures

- 7.4 In conjunction with partners in the Renfrewshire Health & Social Care Partnership (HSCP) and Children's Service's, the Council has had demonstrable success in mitigating cost pressures through investment in a range of service demand moderation measures. While this approach will continue to be developed by the Chief Officer of the HSCP and the Director of Children's Services, it is anticipated cost pressures will

continue to emerge linked to both service demand and contractual cost pressures.

- 7.5 The Council agreed funding of £1.1 million would be set aside in 2018/19 to address service pressures within adult services. This funding remains available to the HSCP, in addition to a balance of £1.6 million funding remaining from the £4.4 million set aside in 2017/18 which the HSCP did not fully utilise in year. Discussion with the Chief Financial Officer of the HSCP are ongoing and the in-year financial position and forecast year end position for 2018/19 suggests that the current provisions remain sufficient; however it is anticipated that new cost pressures will emerge over the medium term.
- 7.6 2018/19 will be the third year of operation for the HSCP, and over the initial three years since inception, the budget settlement with the HSCP has been largely driven by both Council resources and resources available through the Scottish Government grant settlement process which were required to be passed through to the HSCP. Based on recent experience, gross cost pressures experienced Adult Services, would suggest that for planning purposes the potential range for both 2019/20 and 2020/21 is likely to sit within a range of £2 million to £5 million, prior to the impact of any mitigation and saving measures adopted by the Partnership. The breadth of this range is reflective of the volatility in demand that can fluctuate over relatively short periods coupled with the exposure to external contract price pressures, given the scale of external providers used for both homecare and residential care facilities.
- 7.7 In the context of the Council's anticipated financial outlook, and the evolving relationship with the Partnership the HSCP is currently progressing its financial and strategic planning arrangements assuming a cash uplift in resources within a range of 1%-2% in cash terms, which broadly is a tighter uplift than recent years and informed by the wider and more challenging financial outlook anticipated for the Council. Set against the potential range of gross pressures that the Partnership will be exposed to, this will require, similar to previous years, a range of cost mitigation and saving measures to be implemented across the service. Such measures will be informed by the HSCP ongoing strategic planning and change programmes.

Other cost pressures

- 7.8 The Council each year faces a range of other cost pressures related to the renegotiation of contractual arrangements, general inflation and specific service issues. These can be recurring issues for example the generally above inflation increases in utilities costs; or specific pressures relating to particular services. Such cost pressure are anticipated to impact over the course of 2019/10 and the medium term, most significantly in relation to waste management. For a number of years the utilisation of the council's strategic waste reserve has provided support in managing extraordinary costs of both waste disposal and recycling;

however this funding is anticipated to be fully exhausted during 2018/19 in line with the Council's long term financial planning arrangements and recurring budgetary provision is required to ensure that services are maintained on a financially sustainable basis. Recycling costs in particular are sensitive to volatility in the international recyclates market – in recent years the Council has witnessed the market moving from a position where the Council received moderate levels of income for recyclates materials, to the Council having to pay significant costs in order for materials to be recycled. This volatility is expected to continue as technology changes to improve recycling rates, and the Council adapts its collection regimes to ensure that the best use can be made of waste materials. Overall, it is anticipated that up to £3 million of recurring budgetary provision will be required in 2019/20 to re-align the existing waste budgets as the Council exits the long term utilisation of the Strategic Waste Reserve coupled with wider ongoing pressures.

- 7.9 The Council has also committed to a residual waste contract with other Clyde Valley councils which will provide a long term solution to dealing with waste which cannot be recycled. This contract will commence in 2019 and while existing budget provision is anticipated to be sufficient, this is based on an assumed level of waste being delivered. Should the actual tonnage levels vary significantly there may be additional costs incurred and the Council should be alert to this risk over the medium term.
- 7.10 The Council continually assesses its operations and business processes to ensure they are efficient and has had success in generating more efficient working practices from investment in new technology. In addition, as technology advances there is a move from the traditional approach to ICT procurement (ie purchase software licences which is then held on Council owned servers in large server rooms) to the purchase of “software as a service”, where many systems are accessed remotely from a cloud-based solution. This approach has many advantages in terms of freeing accommodation, reducing utilities costs and improving reliability and resilience. The financial consequences are that there is a reduced need for capital expenditure but an increasing need for revenue funding. In this context there is an increasing exposure to contract related pressures and the recent movement of Sterling against other currencies (mainly the Dollar) can exacerbate this as many system providers are based in the United States therefore their costs are incurred in US dollars. As the Dollar strengthens against the Pound (significantly since the Brexit vote), the costs to the Council of ongoing system maintenance and support increases.
- 7.11 In addition to external contractual pressures the Council has agreed to future commitments as part of delivering City Deal and wider regeneration investment. City Deal represents a significant regional economic programme that will drive economic growth and create jobs across the region. Over £1.1 billion of new investment in infrastructure will be delivered - £275 million within Renfrewshire. This investment is

predominantly funded by UK and Scottish Governments, however the Council will contribute just under £18 million which will be funded from prudential borrowing. In addition, due to the phasing of the UK and Scottish Government grant over a 20 year period, there will be a requirement for the Council to temporarily support a proportion of the infrastructure investment costs. This cost will build incrementally in line with the infrastructure investment, then gradually reduce over the full grant period.

7.12 Similarly, the Council has prioritised a range of heritage led investment priorities over the coming years which will also be a driver for economic regeneration across Renfrewshire. This investment will require both capital and revenue investment in the coming years and suitable provision for these costs requires to be built in to the budget pressures forecast over the medium term.

7.13 The financial impact of this wide range of investments will be largely driven by the actual timing of delivery of the associated infrastructure and facility investment but may result in up to an additional £6 million of debt servicing costs emerging. However, as with the Council's wider investment programme, the impact of this will be managed as part of the wider debt smoothing arrangements and opportunities to smooth and dampen the overall impact of this will be actively progressed.

Policy Priorities

7.14 In their most recent Programme for Government, the Scottish Government outlined their policy and legislative priorities for the coming year, with particular a focus on the early years of a child's life. A range of interventions have been developed, many of which impact on the Council and the way services are delivered for example in relation to the near doubling of early learning and childcare places, measures to improve attainment such as the Pupil Equity Fund and reform of education governance. Outwith local government services, the Scottish Government has indicated both through explicit policy direction and funding commitments that the NHS will continue to receive real terms increases in funding. Along with stated commitments to Police funding and implementation of the Carer's Act and free personal care for under-65s, this places the local government settlement under considerable pressure as has been outlined earlier. Many of these priorities however also result in increasing costs for the Council, and it there remains the risk that not all of the costs incurred will be met by new funding streams or that demand may be higher than that previously anticipated. The Council must remain alert to the possibility of such pressures emerging over the medium term.

7.15 At a UK level, the continued efforts to reform the welfare benefits system will have a direct impact in Renfrewshire as the full roll out of Universal Credit commences in September 2018. A range of service demands flow from these measures such as advice services, housing support services

and digital skills; in addition to anticipated increased demand for financial support such as Discretionary Housing Payments and Scottish Welfare Fund grants. The Council has over a number of years invested additional resources to manage and mitigate the impact of this reform programme, however there remains the risk that as Universal Credit in particular is rolled out across Renfrewshire from this month, sustained medium to longer term service demands and associated cost pressures may emerge.

7.16 More locally, the Council has agreed a range of investments utilising temporary funding capacity in areas such as Tackling Poverty, employability programmes and environmental improvements. These investments are scheduled to complete over the medium term and there will be a requirement to consider the future delivery of these services, set against the strategic priorities of the Council at that point.

7.17 In terms of new Council priorities, the budget pressures detailed at Table 1 above does not provide for any capacity for new investment in council priorities. The generation of any such capacity would require to be linked to sustainable savings and agreed in line with the Council Plan. The delivery of core services requires to be balanced with the desire to invest in strategic priorities; therefore it is important that the underlying financial strategy continues to adopt a medium term approach whilst recognising the ambition of the Council to invest in direct interventions which support the delivery of key outcomes.

8 Mitigation measures

8.1 The Council has been considering the medium term financial position and the scale of the budget gap for several years, and has had considerable success in putting in place measures to both mitigate cost pressures but also proactively invest in measures which will reduce costs over the medium to longer term through the Better Council Change Programme. The Programme continues to progress a range of projects which will support the release of recurring savings as reported to policy boards regularly. In setting the 2018/19 budget the Council agreed a total of £4.3 million of savings driven by the Programme, with a further £1.5 million estimated to be achieved in 2019/20 and future years from approved projects.

8.2 Directors are currently identifying and developing new opportunities and projects for members consideration which would support the delivery of future savings as part of the strategic approach to service redesign as part of a new phase of the change programme. Potential options are being developed which will for example look to build on the development of the priority of community empowerment, in addition to reviewing current business processes and service design ensuring they are as efficient as possible and that appropriate use is made of new technology and connectivity such as investment in fibre infrastructure and digital services. It should however be recognised that given the potential scale

of future saving requirements, coupled with the significant savings the Council has delivered over the long term since 2011, there will be an increasing requirement for the Council to make fundamental transformational changes to how the organisation operates, engages with customers and works with local communities and businesses. More radical redesign of this nature will be a necessity if the ongoing delivery of priority outcomes is to be protected and sustained into the future.

- 8.3 The Council has in the past forecast a need to fund change projects at scale in order to meet medium term savings demands and ensure the Council remains financial sustainable. The resources set aside in previous years will require to be refreshed as the Council undertakes further change and redesign. This requirement will be built into the financial planning arrangements that will underpin the consideration of the 2019/20 budget.
- 8.4 As in previous years, an ongoing exercise is being progressed with Directors to identify every opportunity where existing resources can be redirected to meet the impact of new emerging pressures, reducing the net impact for the Council. Such work will examine opportunities from within existing expenditure commitments coming to an end or declining in impact, price, contract or other benefits emerging for the Council, additional income being generated or improved efficiencies emerging from long running change projects.
- 8.5 The Council's debt smoothing strategy has been in place for several years and has delivered sustainable savings for the Council over this period. It has been previously reported that the capacity of the strategy to contribute to savings would naturally reduce, and a slight revision to the strategy allowed the release of £6 million of savings in 2018/19. This revised approach confirmed that a further £2 million could potentially be generated in 2019/20 and 2020/21; and this opportunity will be explored and targeted to support the developing budget position for 2019/20.
- 8.6 The level of council tax had remained frozen for several years prior to 2018/19 when Council agreed a 3% increase – the limit permissible as part of the grant conditions set by the Scottish Government in the financial settlement. Some form of a continuing cap arrangement could be possible in future years, and this will be confirmed when the local government settlement is announced in December along with the Scottish Budget. For reference, a 3% increase in council tax would provide approximately £2.0m of additional resources to support spending priorities. While no assumptions around the level of council tax are outlined in this update, it is possible to forecast potential movements in the council tax base i.e. the number of properties on which council tax could be levied. Analysis of planning consent data and new build programmes suggests that over 2019/20 and 2020/21 a prudent estimate would be that an increase in the council tax base of between 0.5% - 1% in each year is reasonable, an improved position on previous

years. This movement in the council tax base could potentially generate £0.4 million - £0.9 million for each year.

- 8.7 The net forecast budget gap taking account of the information outlined in detail above is summarised in table 3 below.

Table 3 – Net budget gap (central forecast)

	2019/20	2020/21
Gross budget pressure per Table 1	£24.750m	£22.250m
Mitigation measures identified to date		
Agreed Better Council Change projects	£1.500m	
Debt smoothing	£2.000m	£2.000m
Council tax base Growth (mid-point)	£0.650m	£0.650m
Reversal of Non-Recurring Spend in 2018/19	£15.600m	
Net Forecast Budget Gap (excluding any council tax increase)	£5.000m	£19.600m
Overall Range Over 2 Years	£4m - £48m	

- 8.8 The potential scale of the financial challenge facing the Council is apparent. Given the breadth in the potential range of saving requirement over the two year period, it would be recommended that the Council should move forward on the basis of seeking to progress the delivery of £30 million of recurring savings over this two year period, with at least £15 million deliverable in 2019/20 (note that a council tax increase at 3% each year would provide a £2 million per annum contribution towards this target i.e. £4 million in total). This balanced approach would provide both potential flexibility for non-recurring investment in key priorities in 2019/20 and importantly mitigation against a more negative outcome emerging for 2019/20 that is more closely aligned to the Upper Forecast outlined in Appendix 1. In line with existing practice, this saving target would be subject to review as additional certainty develops and the actual position emerges for 2019/20.

- 8.9 Given the current medium term outlook, it is important that the Council continues to adopt a sustainable medium-term perspective in budget planning, ensuring sufficient flexibility remains to manage the final revenue grant position which will emerge. This approach will protect ongoing financial and service sustainability and mitigate the risk of the achievement of a balanced budget for 2019/20 being dependent upon the un-planned use of non-recurring sources of funding such as general reserves.

- 8.10 As outlined earlier, the Corporate Management Team remain available to work with elected members and political groups to assist in the development of budget strategies for 2019/20 which remain flexible, sustainable and focussed on the delivery of key Council priorities as outlined in the Council Plan.

9 Longer Term Outlook

- 9.1 Given the many variables and risks which potentially impact on the council's financial position, forecasting over the longer term inevitably becomes more challenging. In particular the form of the UK exit from the EU could have significant implications for the Scottish economy and therefore the Scottish Government budget. However, it is incumbent on the Council to continue to adopt a longer term outlook to ensure that risks to the council's underlying financial sustainability are identified early and that where appropriate long term strategic responses carefully planned, developed and implemented.
- 9.2 The Financial Outlook report to Council in September 2016 included a Long Term Financial Strategy which set out a range of risks, challenges, approaches and principles which remain valid today. It is intended that this long term strategy will be fundamentally reviewed in 2019 to ensure it remains appropriately current and informed once the UK Government Spending Review has been published and any information with regards a potential Scottish Spending Review is clarified, as well as the outcome of Brexit negotiations and the exit route becomes clear as well as the potential longer term economic implications.
- 9.3 The existing strategy outlined a need for the council to continue to plan services and finances over the medium to longer term on the basis of :
- reducing resources with significant uncertainty over when sustained growth may return and at what level
 - rising cost and demand pressures expected to remain a feature of the Council's longer term outlook
 - an increasing need for the Council to prioritise spend to focus on the delivery of strategic outcomes
 - a focus on delivering change, transformation and savings continuing to be a necessary feature of the Council's long term planning arrangements.
- 9.4 The principles adopted by Council in agreeing the strategy therefore remain valid and will continue to form the basis of the Council's financial planning approach over the medium term:
- (i) The Council has an ongoing commitment to efficiency, modernisation of service delivery and prioritisation of resources on the delivery of key strategic outcomes.

- (ii) The Council strives to maximise income, grow its tax base and attract external funding.
- (iii) Investment in service transformation and early intervention/prevention, including lifecycle maintenance to protect existing investments in our assets is given appropriate priority.
- (iv) Any new borrowing decisions taken by the Council are capable of repayment on a sustainable basis and overall debt levels are contained within affordable long term parameters.
- (v) The Council's core budget is not underwritten by the use of general reserves or speculative capital receipts.
- (vi) Council reserves are maintained at a level which provides appropriate financial resilience to the Council and the core services it provides and should be subject to ongoing annual review in the context of the risk profile faced by the Council.

10 Non-Housing Capital

- 10.1 The Council's capital grant figures for future years are not known at this point, and will not be confirmed until the Scottish Budget is announced in December. As outlined above, it is expected that the Scottish Government will once again provide only a single year set of financial settlement figures for local government.
- 10.2 The Scottish Government previously published high-level all Scotland spending plans through to 2019/20 for both capital and revenue which confirmed a planned increase in capital spending of around 6% - 7% per annum, growth of which was supported by plans to maximise the use of Scottish Government borrowing powers each year. The final position for 2019/20 and beyond could be influenced by Scottish Government decisions with regards the potential use of budget flexibility arrangements or devolved tax powers to boost levels of capital investment.
- 10.3 The Council agreed in September 2016 to a number of financial planning principles in order to ensure the capital programme remains sustainable and affordable; including directing capital grant in the first instance to support ongoing lifecycle maintenance and renewals programmes in order to protect the existing asset base; and this principle remains key to the development of future capital plans. It is also proposed that the capital plan is only updated to include known resource and will not include investment which is based on unsecured receipts or assumed grant income. Investments underpinned by borrowing must be based on business cases which deliver associated efficiencies which support borrowing costs.

- 10.4 In this context and similar to the approach adopted in previous years, it would be proposed that the Council continues to restrict making new capital investment commitments to that fundable by available capital grant which has been confirmed as part of the local government settlement. It is likely therefore that at the Council budget meeting, budget proposals in relation to capital would be restricted to a single year update to the capital programme taking account of the confirmed 2019/20 capital grant.
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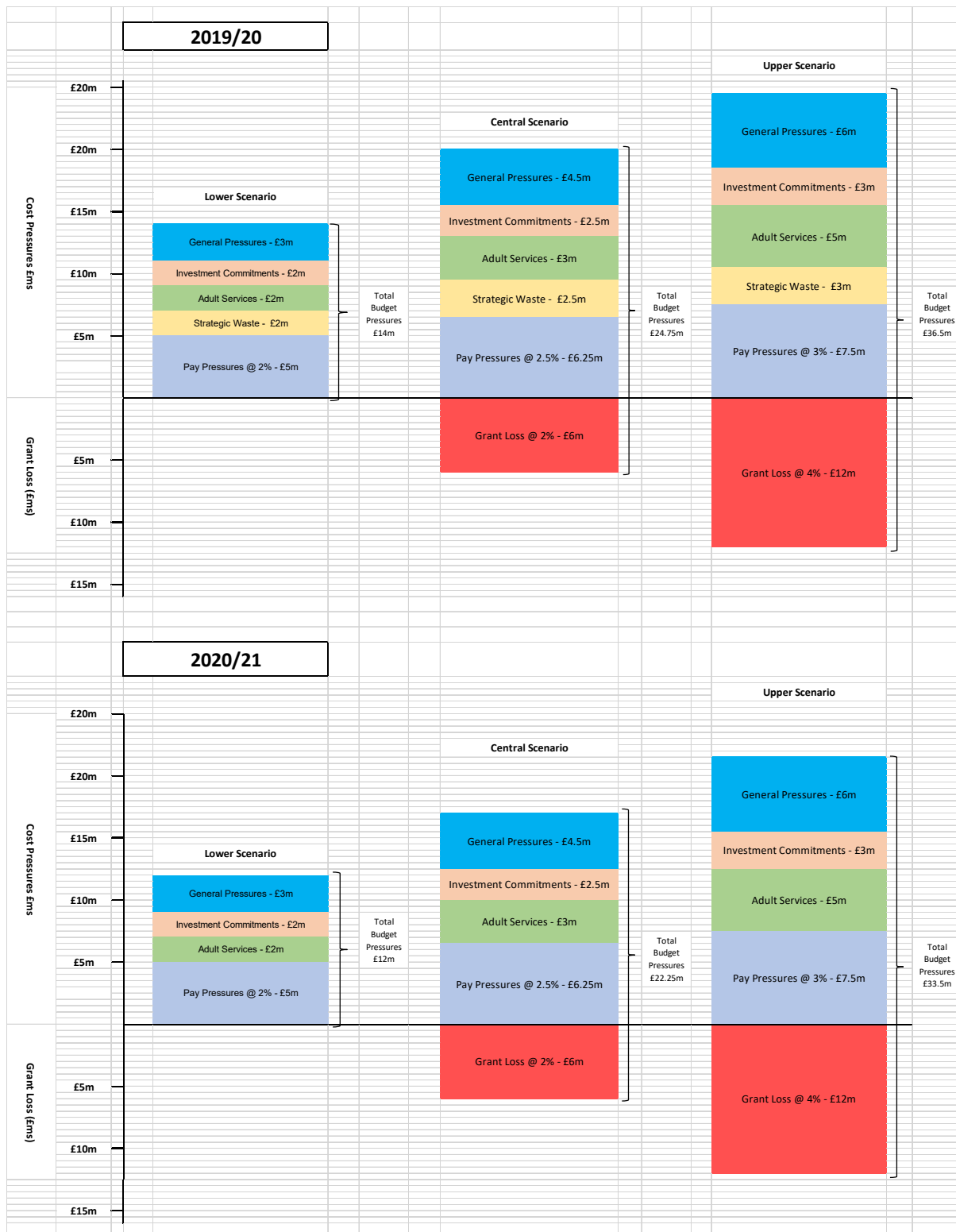
Implications of the Report

1. **Financial** – the report highlights the financial risks facing the Council over the medium term, and a requirement to continue to make significant financial savings in order to remain financial sustainable.
2. **HR & Organisational Development** – the medium term financial position and associated plans require to align with workforce and service plans to ensure the size and shape of the Council workforce remains appropriate and affordable.
3. **Community/Council Planning** – the Council requires to remain financially sustainable in order to deliver on its priorities as outlined in the Council and Community Plans
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

- 8. **Health & Safety** - none
- 9. **Procurement** – none
- 10. **Risk** – a range of financial risks are outlined within the report, along with mitigation measures as far as they are possible.
- 11. **Privacy Impact** - none
- 12. **Cosla Policy Position** – none

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Appendix 1





To: Council

On: 27th September

Report by: Chief Executive

Heading: Review of Community Level Governance - Introduction of Local Partnerships

1. Summary

1.1 This paper outlines proposals for the introduction of a new model of Local Partnerships into the Community Planning Structure. This would replace the current model of community level governance, known as Local Area Committees.

1.2 A review of Community Level Governance arrangements has been carried out which has assessed the Local Area Committees as a model of community level governance.

1.3 Proposals for the new model were developed and presented to Council in December 2017, and these proposals were consulted on over a 12 week period between January and April.

1.4 These proposals were:

1. Refresh the aims of community level governance
2. Move from 'committees' to partnership
3. Extend voting rights to community-led organisations
4. Other public services play a greater role
5. Wider engagement with communities

6. Move from 5 areas based on ward boundaries to 7 based on community council boundaries
7. Meetings should become more accessible and participative
8. Local grants focussed on local priorities
9. Introduce participatory budgeting

- 1.5 In May 2018 a report was presented to Council outlining the key findings of the consultation, and it was agreed further development of proposals would be carried out, to be brought back to a future Council meeting.
- 1.6 Although the remit of Local Partnerships will assume most of the remit of Local Area Committees, Local Partnerships represent a departure from the existing Local Area Committee system. While key functions such as the administration and disbursements of grants to local organisations will be retained, the primary aim is to have a model of community level governance that reflects the views and requirements of local communities, and in turn, that this encourages more people to be more involved.
- 1.7 The proposals were considered by the Cross Party Sounding Board on 16th August 2018.
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2. Recommendations

Members are asked to agree:

- 2.1 to adopt the Local Partnership arrangements as the Renfrewshire Scheme of Decentralisation in terms of Section 23 of the Local Government etc (Scotland) Act 1994, and to disband the existing Local Area Committees
- 2.2 the Terms of Reference for Local Partnerships attached at Appendix A
- 2.3 the Standing Orders for Local Partnerships attached at Appendix B, and appoint the Chairs of each of the Local Partnerships as detailed at section 3.1 of the Standing Orders
- 2.4 that the Council appoint a Lead Officer to each Local Partnership. The Lead Officer will be a Head of Service to be appointed by the Chief Executive.

- 2.5 that in the interim period prior to the introduction of new grant process in the 2019/20 financial year, to authorise the Director of Finance and Resources to determine the allocation of any returned grant funding in consultation with the elected member who previously chaired the Local Area Committee where the original grant award decision had been made
 - 2.6 with regard to allocation of grant funding made by Local Partnerships, to authorise the Lead Officer allocated to each Local Partnership to determine the allocation of grant funding as agreed by the Local Partnership
 - 2.7 the framework for the disbursement of grant funding set out in paragraphs 4.23 to 4.26 of this report
 - 2.8 a review of the progress of the new model of Local Partnerships be carried out after at least one year of operation, in 2020
 - 2.9 that the first meetings of the Local Partnerships will be held on the dates detailed at section 6.1
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3. **Background**

- 3.1 In 2016, Council agreed changes to the governance arrangements for the Community Planning Partnership, and as part of this work it was agreed that a review of the Local Area Committees (LACs) would be carried out.
- 3.2 The aim of the review was to assess the Local Area Committees as a model of community level governance, and make recommendations for a future model. The review included the form and function of Local Area Committees, along with the Local Area Committee grant funding.
- 3.3 This review links closely to wider work underway to develop the Council's approach to supporting community empowerment. There are several emerging statutory requirements from the Community Empowerment (Scotland) Act 2015, along with several new developments within the Council which require a consolidated approach, such as the introduction of the Community Empowerment Fund.
- 3.4 In December 2017 Council approved a set of proposals for consultation to take place early in 2018. The consultation was based on a set of nine proposals for a new model, which were developed following an

engagement exercise around the existing model of Local Area Committees in late 2017. These proposals were:

1. Refresh the aims of community level governance
2. Move from 'committees' to partnership
3. Extend voting rights to community-led organisations
4. Other public services play a greater role
5. Wider engagement with communities
6. Move from 5 areas based on ward boundaries to 7 based on community council boundaries
7. Meetings should become more accessible and participative
8. Local grants focussed on local priorities
9. Introduce participatory budgeting

3.5 The consultation took place over a 12 week period between 22 January and 15 April 2018. A range of opportunities were put in place inviting comment on the nine proposals, including:

- Paper consultation document
- Online survey
- Public events in Johnstone and Paisley
- Drop in events in Lochwinnoch, Bishopton, Erskine, Renfrew and Linwood.
- Facilitated sessions with STAR Project, Renfrewshire Effort To Empower Minorities, ROAR Connections For Life, Erskine Music and Media, CREATE Paisley, Street Stuff and Active Communities.
- Presentations at all five Local Area Committees
- Invited attendance at meetings of Renfrewshire Youth Voice, Hawkhead and Lochfield Community Council, Elderslie Community Council and Ralston Community Council.

3.6 173 survey responses were received, with 274 attendees at various events. This does not include stakeholders who have been updated on the progress of the review and consultation at all formal Local Area Committee meetings.

3.7 In May 2018 a report was presented to Council outlining the key findings of the consultation, and it was agreed further development of proposals would be carried out, to be brought back to a future Council meeting. These are detailed in Section 4 of this report.

3.8 The findings of the consultation were supportive of the proposals presented, and as such the Local Partnerships model proposed in this paper is as presented during consultation, with some amendment to reflect the areas of key feedback.

4. **Local Partnerships**

- 4.1 The following sections set out the proposals that were consulted on in five key areas; function, membership, boundaries, meetings and grants. Each section gives an overview of the key consultation findings, along with the proposals for the new model.

Function

- 4.2 The proposals consulted on detailed a renewed set of aims, and a specific proposal for the primary aims of the new arrangements to be:

- Making connections and networks between community groups and the wider community
- Identifying, setting and sharing local community priorities
- Listening to, consulting and representing local communities
- Distributing grants to support local priorities

- 4.3 The consultation also sought views on ‘rebranding’ Local Area Committees, moving the focus from a committee function to a partnership function.

- 4.4 Key themes emerging from the consultation included:

- The vast majority of survey respondents strongly agreed or agreed that aims of community level governance arrangements should be refreshed
- Supportive that new arrangements should promote better connections and networks
- Support for local priority setting
- More meaningful input and discussion between communities and public services
- Identified potential for a more meaningful agenda spread across the year
- Broad support for moving to partnership model from committee model, but recognition there is a need for a sound structure for meetings
- Quality facilitation at meetings and genuine community participation identified as key to success of new model
- New model should not duplicate or diminish the role of community councils

Proposals

- 4.5 It is proposed that the new arrangements are named 'Local Partnerships' in order to reflect the changes to function and remit, emphasising the core purpose of the groups as working together and partnership, rather than a Council-led committee style function.
- 4.6 The proposed terms of reference for the new Local Partnerships are attached at Appendix A, and reflect these new aims and objectives.
- 4.7 In addition, there was a proposal to move from formal committees of the Council to partnerships within the Community Planning Partnership structure. This paper therefore seeks the relevant approvals for the Local Partnership arrangements to act as the Council's Scheme of Decentralisation, effectively removing the Local Area Committees from the Council's formal governance structures.
- 4.8 It is proposed that in order for their decisions to take effect that any decision made by the Partnership will either be implemented by the relevant officer attending the partnership or remitted as a recommendation to an appropriate community planning partner for their consideration. In the case of grants, it is proposed that the Council Lead Officer allocated by the Council has delegated authority to approve grant decisions of the relevant partnership.

Membership

- 4.9 Proposals within the consultation paper included widening voting rights within the new partnership arrangements to community representatives, and a greater role for relevant partner organisations.
- 4.10 Key themes emerging from the consultation included:
- Strong support for extending voting rights
 - Areas without Community Councils should be effectively represented
 - Clarity needed around roles and responsibilities of members
 - There was broad consensus that partnerships should not be party political in nature when voting
 - Strong support for an increased role for other public services playing a greater role
 - Scope for more meaningful discussion about issues and developments, rather than presentation of statistical reports
 - Quality of reports and presentations is key, rather than number of partners round the table

- Strong support for engagement with the wider community beyond those attending meetings
- Other communication channels should be used to support communication, including social media, with recognition that some people do not use digital channels
- Young people felt youth activities funded could be promoted through schools

Proposals

- 4.11 Membership of Local Partnerships will be open to all elected members who represent the local partnership area.
- 4.12 It is proposed that the Local Partnerships extend voting rights to other community representatives in addition to elected members, with the number of community representatives not exceeding the number of elected members. Community representatives would include the elected chairs of relevant Community Councils, with the remaining places filled by representatives of community organisations in the area and decided by the Local Partnership members. These membership arrangements are reflected in more detail in the attached Terms of Reference, including the arrangements for appointing community representatives.

Boundaries

- 4.13 Proposals within the consultation paper detailed a proposal to move from using Ward boundaries to Community Council boundaries, and sought views on a proposed model which moves to 7 areas instead of 5. Key themes emerging from the consultation included:
- The majority of survey respondents strongly agreed or agreed that boundaries should be based on Community Council boundaries rather than Ward boundaries.
 - Recognition of the villages and towns was seen as important, particularly the grouping of villages
 - Support for the realignment of the Gallowhill area with Paisley, as opposed to Renfrew in the current arrangements
 - Support for Linwood being aligned with Johnstone
 - Some concerns about the practicality of resourcing seven areas
 - A number of concerns raised by Elderslie residents, who had preference to be part of the village grouping due to common interests

- There were also some concerns raised from Paisley East residents about the grouping of Community Council areas in the east of the town and its relationship to the town centre

Proposals

4.14 It is proposed that seven Local Partnership areas are introduced. As per the original proposals, it is recommended that the boundaries used are community council boundaries in order to better represent physical communities and settlements. In addition, the proposed boundaries represent a more even spread of population in each of the Partnership areas, and are more closely aligned to the size of a 'locality' as defined by the Community Empowerment (Scotland) Act 2015 and related Regulations, which describe a locality as having a population of less than 30,000 people.

4.15 The proposed Local Partnership areas are therefore groupings of Community Councils as follows:

- Renfrew (population c. 21,850)
- Inchinnan, Erskine, Bishopton and Langbank (population c. 23,760)
- Houston, Bridge of Weir, Brookfield, Kilbarchan, Lochwinnoch, Howwood and Elderslie (population c. 27,650)
- Johnstone and Linwood (population c. 25,410)
- Paisley North, Gallowhill, Ferguslie, Paisley West and Central (population c. 24,750)
- Paisley East, Ralston, Hawkhead / Lochfield, Hunterhill and Charleston (population c. 28,220)
- Foxbar / Brediland and Glenburn (population c. 23,260)

4.16 It should be noted that further to feedback received during the consultation regarding Elderslie's identity as a village, Elderslie has been moved into the grouping with other village communities.

Meetings

4.17 Proposals within the consultation paper focused on how meetings can become more accessible and participative, and the consultation sought views on how this could be best achieved. Key themes emerging from the consultation included:

- The vast majority of respondents strongly agreed or agreed meetings should become more accessible and participative

- Broad support for changes in meeting style, with less formal meetings in surroundings more comfortable, and an emphasis on addressing issues with accessibility
- Greater opportunity for discussion and a reduction in paperwork would be a positive change
- Agenda still needs to be shaped and managed to ensure meaningful business is conducted
- Creating a welcoming environment for new members raised as an important factor for positive partnership culture

Proposals

- 4.18 It is proposed that relevant changes are made to support Local Partnership meetings to become more accessible and participative spaces, with a number of practical measures identified through both the early engagement and consultation.
- 4.19 It is recognised that there were some concerns raised that a more informal meeting style or move away from Council committee structure might adversely impact on the professionalism of the meeting. Standing Orders for Local Partnership meetings have therefore been developed and are attached at Appendix B.
- 4.20 It is intended there will be at least 3 meetings per annum of the Local Partnerships.

Grants

- 4.21 Local Area Committees are currently responsible for the disbursement of the LAC general grant fund, Youth Challenge Fund, and Common Good funds for Paisley and Renfrew.
- 4.22 Proposals within the consultation paper focused on refocusing locally distributed grants on local priorities and projects, and providing an alternative process administered by officers for Renfrewshire wide proposals (which is aligned to Community Planning priorities). The consultation also sought views on a proposal to carry out a participatory budgeting exercise with money allocated to the Youth Challenge Fund. Key themes emerging from the consultation included:
- Support for grants to be focussed on local projects rather than Renfrewshire-wide projects, and support for ‘multi-LAC’ applications being administered centrally
 - Recognition that removing a percentage of resource from the local budget for Renfrewshire-wide projects would naturally result in less to allocate at a local level

- Transparency and accountability should be guiding principles for grant allocations
- Eligibility criteria should be revised to provide more structure to the process
- Organisations should be supported to become more sustainable, rather than relying on annual grant funding
- Support for participatory budgeting processes, with assurance on actual mechanisms selected and whether these are fair and transparent
- Support for young people being involved in a participatory budgeting process, but recognising the method chosen would be key to encouraging participation. Young people consulted showed considerable interest in these proposals.

Proposals

- 4.23 It is recommended that the general grant fund continues to be allocated to Local Partnerships on a population basis, and that grant funding for Local Partnerships is aligned to the local priorities identified and set by each Partnership, and awarded for activities which are unique to that local area.
- 4.24 Grant applications for multiple Local Area Committee areas were a key issue raised throughout both the early engagement and consultation period, and the proposals in the consultation made reference to moving a proportion of the general grant fund to a centrally administered grant fund. Following discussion at Cross Party Sounding Board, there was some concern about a central fund might effectively reduce the direct decision making of communities in the allocation of the fund.
- 4.25 It is proposed that Local Partnerships retain decision-making on multi-area applications. It is recognised that there have been significant concerns raised about the processes involved in funding “multi-area” applications, and the ability of the processes to fairly assess applications. As such, it is proposed that detailed guidance is developed to support both grant applicants in submitting applications and Local Partnership members in their assessment and decision making.
- 4.26 It is further proposed that the Youth Challenge Fund is administered through a Participatory Budgeting process, where young people would decide on which projects should be funded for young people. Local Partnerships would be closely involved in the Participatory Budgeting process, including the identification and shortlisting of appropriate

options. As is currently the case with Local Area Committees, the Youth Challenge Fund would continue to be allocated to local areas using the population of children and young people resident in each Local Partnership area.

5. Next Steps

- 5.1 It is proposed that the arrangements would take immediate effect, and would disband the Local Area Committees.
- 5.2 A series of community events have been planned throughout October, where information can be shared with communities about the new Local Partnerships and how they will work. These events would also form an important first steps in identifying community priorities for the new Local Partnerships to consider in preparation for their first meetings.
- 5.3 It is proposed that the first meetings of the new Local Partnerships would take place in late 2018. The primary purpose of the first meeting would be to agree membership of the partnership moving forward, particularly the appointment of community representatives.
- 5.4 Local Partnerships will also be supported in their first meetings to consider local data, evidence and intelligence in order to identify 3-5 key local priorities for the partnership area. These priorities would then inform the Partnership's work, but also the allocation of grants by the partnership later in 2019.
- 5.5 A new grant process will then be introduced from April 2019 for the 2019/20 financial year, including the allocation of the general grant fund and Common Good funds, and participatory budgeting exercises to distribute the Youth Challenge Fund across Renfrewshire.

6. Meeting dates

- 6.1 It is proposed the first meetings of the Local Partnerships are held on the following dates:
- Renfrew - Tuesday 13th November 2018, 6.30pm
 - Houston, Bridge of Weir, Brookfield, Kilbarchan, Lochwinnoch, Howwood and Elderslie - Thursday 15th November 2018, 6.00pm
 - Paisley North, Gallowhill, Ferguslie, Paisley West and Central – Tuesday 20th November 2018, 6.00pm
 - Johnstone and Linwood – Thursday 22nd November 2018, 6.00pm
 - Foxbar / Brediland and Glenburn – Tuesday 27th November 2018, 6.00pm

- Inchinnan, Erskine, Bishopton and Langbank – Thursday 29th November 2018, 6.00pm
- Paisley East, Ralston, Hawkhead / Lochfield, Hunterhill and Charleston – Wednesday 5th December 2018, 6.00pm

Implications of the Report

1. **Financial** - The administration of new arrangements will be managed within existing resources. These will be developed and presented as part of any changed proposals presented to future Council meeting.
2. **HR & Organisational Development** - There are no HR implications arising from this report. There may be organisational development implications for a future model, as it is possible that there will be training requirements for officers as part of the transition to any new model.
3. **Community/Council Planning –**

Community Plan - Our Renfrewshire is well – This priority of the Community Plan explicitly refers to the review of community level governance, and in particular that communities are best place to support themselves and articulate their own needs.

Council Plan - Building strong, safe and resilient communities – A key priority within the Council plan is to ‘Strengthen existing community networks and empowering local people to become more involved in their area and the services delivered there.’
4. **Legal** – The proposals will amend the formal committee structure of the Council and the scheme of delegated functions. The Local Partnership arrangements would act as the Renfrewshire Scheme of Decentralisation in terms of Section 23 of the Local Government etc (Scotland) Act 1994
5. **Property/Assets** - Not applicable .
6. **Information Technology** - Not applicable
7. **Equality & Human Rights** - An Equality Impact Assessment has been carried out and the proposals discussed within the paper should improve participation and representation of communities and enable

groups to have more voice and influence in the shaping and scrutiny of public services.

8. **Health & Safety** - Any health and safety implications would be considered in the delivery of the consultation, and moving forward in any new arrangements developed.
9. **Procurement** – Not applicable
10. **Risk** – Not applicable
11. **Privacy Impact** – Not applicable
12. **Cosla Policy Position** – The review of Community Level Governance has potential links to the review of Local Governance being taken forward by Scottish Government and COSLA jointly. It is anticipated that this will launch throughout 2018.

List of Background Papers

- (a) Map of Local Partnership boundaries
- (b) List of elected members eligible to sit on each Local Partnership

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Appendix A

Local Partnerships – Terms of Reference

1. Functions of Local Partnerships

- 1.1. Identify, set and share priorities and aspirations for the Local Partnership area, based on evidence and community engagement.
- 1.2. Facilitate networking and partnership working between local public, private, third and community sector organisations to address identified local priorities.
- 1.3. Listen to, consult with and represent local communities to provide a strong community voice to raise issues.
- 1.4. In particular, develop arrangements for engaging with local communities in order to better understand their needs and promote effective communication.
- 1.5. Distribute Renfrewshire Council's general grant fund and Common Good Fund to support local activities aligned to the local objectives.
- 1.6. Provide a forum for community planning partners to listen to and respond to issues raised by local communities.
- 1.7. Support engagement around the delivery of the Community Empowerment (Scotland) Act 2015 within the local area, including the ownership and usage of community assets.
- 1.8. Provide a forum to publicise and celebrate the contribution of community action to meeting community needs and aspirations.
- 1.9. Work with Community Councils to support them to align their work to community planning and Local Partnership Plan objectives.

2. Membership of Local Partnerships

2.1 Elected Member Representatives

- All Renfrewshire councillors representing the Local Partnership area

2.2 Community Representatives

- A number of community members equal in number to elected members from Renfrewshire Council.

- The Chair of each Community Council in the area (or a nominated representative) will have an automatic place as members of the Local Partnership.
- Where Community Councils are not currently active, representatives from other local organisations will take their place, on the understanding that if a Community Council becomes active, the Community Council representative will take the place of the representative of a non-community council organisation.
- Where there are fewer Community Council representatives than there are Elected member representatives, remaining places will be filled by community members representing local organisations. These should be properly constituted community organisations with a demonstrable local connection to the area.
- These community representatives will be appointed by the Local Partnership at the first meeting of the Partnership. Prior to such appointment there will be a public process to invite expression of interest in such membership.
- Reasonable endeavours shall be made to ensure such community representation includes at least one representative of young persons.

2.3 Officer Representatives

- The following organisations should be represented by officers at the meetings of the Local Partnership:
 - Renfrewshire Council
 - Renfrewshire Health and Social Care Partnership
 - Police Scotland
 - Engage Renfrewshire
- A Lead Officer from Renfrewshire Council will be appointed to provide support to the chair/vice chair of each Local Partnership.

2.4 Term of office

- The term of office for members of the Local Partnership shall be until the day of the next ordinary elections for Local Government Councillors or Community Council in Scotland, as appropriate. An Community Representative member of the Local Partnership will remain a member for three years.

2.5 Voting

- Every effort shall be made by members to ensure as many decisions as possible are made by consensus.
- In the event of the Local Partnership failing to reach a consensus on a decision and a vote having to be taken, all members (Elected members and community members) would have a vote. In the event of a tied vote, the chair would have the casting vote.

2.6 Chair

- Each Local Partnership will be chaired by an Elected Member representing that local area, and appointed by Renfrewshire Council. Each Local Partnership can appoint its own Vice-Chair, who shall be a Community Representative.

2.7 Code of Conduct

- Members shall subscribe to and comply with the Standards in Public Life – Code of Conduct for Members of Devolved Public Bodies.

2.8 Standing Orders

- Standing Orders will be prepared for meetings of the Local Partnerships, which will incorporate the relevant parts of the Terms of Reference.

2.9 Quorum

- Quorum will be at least one quarter of the members of the Locality Partnership

2.10 Delegated Powers

- The Local Partnership will normally make recommendations, which will be referred for consideration to the body responsible for exercising the function which is the subject of the recommendation. Alternatively, an officer of bodies attending the Locality Partnership may have authority delegated by their organisation to implement the recommendation without further decision by their organisation. In due course, Community Planning Partners may delegate specific powers to Local Partnerships.

2.11 Meetings

- There shall be at least three ordinary meetings of the Local Partnership each year.
- Meetings will be conducted at a time which best suits the membership and in the relevant Local Partnership area.
- Meetings will be held in public, but members of the public who wish to contribute should work with their elected members or community representatives to raise relevant community issues at the Partnership

3. Roles and remits

3.1 Community Representatives

Community Representatives will:

- Represent the interests of local residents.
- Promote partnership working and empowerment of communities within the Local Partnership area.
- Agree priorities and aspirations for the Local Partnership area, based on evidence and community engagement.

- Agree distribution of local grants to empower community organisations to deliver activity to support the Local Partnership priorities.
- Communicate with wider communities to seek views and inform communities of Partnership action.

3.2 Officer Representatives

Officers on Local Partnerships represent their organisation and act as advisers to the Local Partnership. They link the Partnership and the partner organisation.

- Co-ordinate a response to issues raised through the Local Partnerships.
- Bring forward relevant business for Partnership consideration.

3.3 Lead Officer

- Provide support and advice to the Partnership to manage their business

3.4 Secretariat

- Manage the business meetings of Partnerships.
- Support and advise Partnership members.
- Administer the grants process.
- Liaise with officers attending meetings.
- Support grant applicants.

Appendix B

Standing Orders for Local Partnerships

1. General

These Standing Orders set out the procedures to be followed at meetings of Local Partnerships in Renfrewshire. As far as applicable, these shall also be the standing orders for any Working Groups established.

1.2 In these Standing Orders “Local Area” shall mean one of the seven areas of Renfrewshire designated by Renfrewshire Council and the Renfrewshire Community Planning Partnership

1.3 Any statutory provision, regulation or direction issued by Scottish or UK governments shall have precedence if they are in conflict with these Standing Orders.

1.4 As more specifically detailed in 8, it is expected that all decisions of the Local Partnership, will be made by consensus and members will endeavour to reach agreement wherever possible.

2. Membership

2.1 Membership of the Local Partnerships shall comprise:-

- All Elected Members of Renfrewshire Council who represent the Local Area. In the event that an Elected Member represents more than one Local Area it shall be open to the Elected Member to serve on one or all Local Partnerships they represent. If an Elected Member does not wish to serve on a Local Partnership, then confirmation of this shall be given to the Head of Corporate Governance, Renfrewshire Council. Thereafter such Elected Member shall not be a member of the Partnership and have no voting rights, until the Elected Member gives notice to the Head of Corporate Governance, Renfrewshire Council that he or she wishes to be a member of the Partnership, which will take effect from the next meeting of the Local Partnership;
- A Lead Officer appointed by Renfrewshire Community Planning Partnership, who will also act as chief advisor to the Local Partnership;
- An Officer representative/adviser from each of the following Community Planning Partnership organisations, namely:
 - Renfrewshire Council
 - Renfrewshire Health and Social Care Partnership
 - Police Scotland
 - Third Sector Interface, Engage Renfrewshire.
- The Chair of each Community Council within the Local Area, which failing, such community councillor as shall be nominated by the relevant Community Council;
- Where there is no Community Council serving a community council area, an individual from a properly constituted community organisation selected in a

fair, open and accountable manner as determined by the Local Partnership. In the event that a Community Council is subsequently formed for this area, this Member shall be replaced by the Chair of the new Community Council.

- Such further Members of the community as will ensure that the overall number of community representatives (including Community Council and other community representatives appointed in terms of the previous two paragraphs) is the same as the number of Elected Members of Renfrewshire Council serving on the Local Partnership. These community representatives will be appointed by the Local Partnership. Prior to such appointment there will be a public process to invite expressions of interest in such membership.

2.3 The term of office for members of the Local Partnership shall be until the day of the next ordinary elections for Local Government Councillors or Community Council in Scotland, as appropriate. A Community Representative member of the Local Partnership will remain a member for three years.

2.4 Where a Member resigns or otherwise ceases to hold office, the person appointed in his/her place shall be appointed for the unexpired term of the Member they replace.

2.5 On expiry of a Member's term of appointment the Member shall be eligible for re-appointment provided that he/she remains eligible and is not otherwise disqualified from appointment.

2.6 A Member appointed under paragraph 2.1 ceases to be a member of the Local Partnership if they cease to be either a member or employee of the body which nominated them.

2.7 A Member of the Local Partnership may resign his/her membership at any time during their term of office by giving notice to the Local Partnership in writing. The resignation shall take effect from the date notified in the notice or on the date of receipt if no date is notified. The Local Partnership must inform the body that made the nomination.

2.8 If a Member has not attended three consecutive Ordinary meetings of the Local Partnership or has not attended any meetings for a period of six months, whichever is the longer, and their absence was not due to illness or some other reasonable cause as determined by the Local Partnership, the Local Partnership may, by giving one month's notice in writing to that Member, remove that person from office.

2.9 A constituent authority may remove a member which it nominated by providing one month's notice in writing to the member and the Chair of the Local Partnership.

2.10 The acts, meetings or proceedings of the Local Partnership shall not be invalidated by any defect in the appointment of any Member.

3. Chair and Vice Chair

3.1 The Chair will be an Elected Member of Renfrewshire Council who represents the Local Area, appointed by Renfrewshire Council. Each Local Partnership will appoint its own Vice-Chair, who shall be a Community Representative.

3.2 The term of office of the Chair and Vice-Chair shall be the period of their membership of the Local Partnership in terms of 2.3, or, in the case of a person appointed to fill a casual vacancy, the remainder of that term.

3.3 A person holding the office of Chair or Vice-Chair shall be eligible for re-election.

3.4 On a vacancy arising in the offices of Chair or Vice-Chair, an election to fill the vacancy shall be held as soon as practicable at a meeting of Renfrewshire Council or the Local Partnership respectively. The notice for the meeting shall specify the filling of the vacancy as an item of business.

3.5 At every meeting of the Local Partnership the Chair, if present, shall preside. If the Chair is absent from any meeting the Vice-Chair, if present, shall preside. If both the Chair and the Vice-Chair are absent, a Chair shall be appointed from within the members present for that meeting.

3.6 Respect will at all times be paid to the authority of the Chair or Vice-Chair, or such other Member presiding, when chairing any meeting of the Local Partnership. When the Chair speaks, he/she shall be heard without interruption. Members shall address the Chair while speaking.

3.7. It shall be the duty of the Chair to:

- Preserve order and ensure fairness in debate, and determine the order in which speakers can be heard;
- Decide on matters of relevancy, competency and order, and whether to have a recess during the Meeting, having taken into account any advice offered by the Senior Lead Officer or other relevant officer in attendance at the Meeting;
- Ensure that Standing Orders are observed;
- Determine any questions of procedure for which no express provision has been made in these Standing Orders;
- Maintain order and at his/her discretion, order the exclusion of any member of the public who is deemed to have caused disorder or misbehaved;
- Adjourn a meeting in the event of disorder arising to a time, which the Chair may then or afterwards, fix (the quitting of the Chair shall be the signal that the meeting is adjourned). In the event the Chair quits without disorder having arisen, the meeting shall not be adjourned and the Depute Chair or in his/her absence another member of the Local Partnership chosen by those Members present shall assume the Chair;

3.8 The decision of the Chair on all matters within his/her powers shall be final and shall not be open to question or discussion.

3.9 The Vice-Chair may act in all respects as the Chair of the Local Partnership if the Chair is absent or otherwise unable to perform his/her duties.

4. Meetings

4.1 There shall be at least three ordinary meetings of the Local Partnership each year. The first meeting of the Local Partnership will be convened at a time and place to be determined by the Chair. Thereafter the Local Partnership shall meet at such place and such frequency as may be agreed by the Local Partnership.

4.2 The Chair may convene Special Meetings if it appears to him/her that there are items of urgent business to be considered. Such Meetings will be held at a time, date and venue as determined by the Chair. If the Office of Chair is vacant, or if the Chair is unable to act for any reason the Vice-Chair may at any time call such a meeting.

4.3 Adequate provision will be made to allow for members to attend a meeting of the Local Partnership or a Working Group of the Local Partnership, either by being present together with other members in a specified place, or in any other way which enables members to participate despite not being present with other members in a specified place.

5. Notice of Meeting

5.1 Before every meeting of the Local Partnership, or Working Group, a notice of the meeting, specifying the time, place and business to be transacted at it and signed by the Chair, or by a Member authorised by the Chair to sign on that person's behalf, shall be issued by electronic means to all Members no later than five days (including Saturday and Sunday) prior to the start of the meeting. Such notice will remain valid until rescinded in writing. Lack of service of the notice on any member shall not affect the validity of anything done at a meeting.

5.2 At all Ordinary or Special Meetings of the Local Partnership, no business other than that on the agenda shall be discussed or adopted except as part of an Open Session, or if the Chair is of the opinion that the item should be considered at the meeting as a matter of urgency.

6. Quorum

6.1 No business shall be transacted at a meeting of the Local Partnership Board unless there are present, and entitled to vote, at least one quarter of the members of the Local Partnership.

6.2 If within ten minutes after the time appointed for the commencement of a meeting of the Local Partnership, a quorum is not present, the meeting will stand adjourned to such date and time as may be fixed and the minute of the meeting will disclose the fact.

7. Powers and Business

7.1 Local Partnerships can make recommendations, which will be referred for consideration to the body responsible for exercising the function which is the subject of the recommendation. Alternatively, an officer of the bodies attending the Local Partnership may have authority delegated by their parent organisation to implement the recommendation without further decision by their parent organisation. In the case of Council grants being allocated by the Local Partnership, authority will be

delegated to the Lead Officer to award grant funding in line with the Local Partnership's decision.

7.2 The business of the Local Partnership is to develop, review and implement the priorities of the Local Area, and as part of this to undertake the functions detailed in Appendix A. Community Planning Partners or other organisations may in due course, delegate further specific powers to Local Partnerships.

8. Procedure for Dealing with Items of Business

8.1 Every reasonable effort shall be made by the Chair and Members to ensure that as many decisions as possible are made by consensus.

8.2 Report authors will speak to the terms of any report drafted by them which is on the agenda for a meeting. Thereafter it will be open to any Member to ask a question or questions concerning the item of business under consideration. Such questions must be relevant to the item of business under consideration and may be directed to any Member or officer seeking clarification of the terms of a report

8.3 When the Chair is satisfied that there are no more questions to be raised he or she will invite the Local Partnership to discuss the item of business. Such discussion must be relevant to the item of business and should attempt to achieve a decision by consensus. As part of the Chair's role to manage the meeting, the Chair shall attempt to ensure that Members who wish to speak have a fair opportunity to do so. The Chair shall have power to determine when Members can speak, and will determine the number of occasions and length of time that a Member is able to speak.

8.4 When the Chair is satisfied that a decision can be made by consensus he or she will clarify the terms of that decision with the Local Partnership.

9. Procedure where there is no Unanimous Decision

9.1 If the Chair is satisfied that a decision cannot be made by consensus, he or she will invite those of differing views to state the decision they wish the Local Partnership to make. The first such statement will be known as the motion. Any member may seek an amendment to the motion. Any motion and amendment must relate to the item of business under discussion. No motion or amendment will be accepted unless it is seconded. It will be open to any Member to ask a question or questions to the mover of any motion or amendment seeking clarity of their motion or amendment.

9.2 Debate - When the Chair is satisfied that there are no more amendments to be raised he or she will state that Local Partnership is in debate.

9.3 Subject to the right of the mover of a motion, and the mover of an amendment, to reply, no Member will speak more than once on the same question at any meeting of the Local Partnership except:-

- On a question of Order;
- With the permission of the Chair; or

- In explanation or to clear up a misunderstanding in some material part of his/her speech.

9.5 The mover of an amendment and thereafter the mover of the motion will have the right of reply for a period of not more than 3 minutes. He/she will introduce no new matter and once a reply is commenced, no other Member will speak on the subject of debate. Thereafter the discussion will be held closed and the Chair will call for the vote to be taken.

10. Voting

10.1 Where a decision cannot be made by consensus in terms of standing order 8, then only Elected Members and Community members shall be entitled to vote.

10.2 Any decision requiring a vote will be determined by a majority of votes of the Members present and who are entitled to vote on the question. Voting shall be by a show of hands. In the case of an equality of votes the Chair shall have a second or casting vote.

11. Code of Conduct and Conflicts of Interest

11.1 Members of the Local Partnership shall subscribe to and comply with the Standards in Public Life - Code of Conduct for Members of Devolved Public Bodies which is deemed to be incorporated into these Standing Orders. All members who are not already bound by the terms of the Code shall be obliged before taking up membership, to agree in writing to be bound by the terms of the Code of Conduct for Members of Devolved Public Bodies.

11.2 If any Member has a financial or non-financial interest as defined in the Code of Conduct of Members of Devolved Public Bodies and is present at any meeting at which the matter is to be considered, he/she must as soon as practical, after the meeting starts, disclose that he/she has an interest and the nature of that interest and if he/she is precluded from taking part in consideration of that matter.

11.3 If a Member or any associate of theirs has any pecuniary or any other interest direct or indirect, in any contract or proposed contract or other matter and that Member is present at a meeting of the Local Partnership, that Member shall disclose the fact and the nature of the relevant interest and shall not be entitled to vote on any question with respect to it. A Member shall not be treated as having any interest in any contract or matter if it cannot reasonably be regarded as likely to significantly affect or influence the voting by that Member on any question with respect to that contract or matter.

11.4 Where an interest is disclosed, the other members present at the meeting in question must decide whether the member declaring the interest is to be prohibited from taking part in discussion of or voting on the item of business.

12. Adjournment of Meetings

12.1 A meeting of the Local Partnership may be adjourned to another date, time or place by a motion, which shall be moved and seconded and put to the meeting

without discussion. If such a motion is carried by a simple majority of those present and entitled to vote, the meeting shall be adjourned to the day, time and place specified in the motion.

12.2 The Chair may adjourn for a period not exceeding ten minutes to seek advice without the need for a motion for adjournment.

13. Disclosure of Information

13.1 Meetings of the Local Partnership shall be conducted in public. Representation will be made through Local Partnerships' elected or community representatives. Participation of the public will only be at the discretion of the Chair. Public notice of the time and place of each meeting of the Local Partnership shall be given by publishing such notice on the Renfrewshire Council website, which failing, Renfrewshire Council, not less than five days before the date of each meeting.

13.2 The Local Partnership may by resolution at any meeting exclude the press and public during consideration of an item of business where it is likely in view of the nature of the business to be transacted or of the nature of the proceedings, that if members of the press and public were present there would be a disclosure to them of confidential information

13.3 Every meeting of the Local Partnership shall be open to the public but these provisions shall be without prejudice to the Local Partnership powers of exclusion in order to suppress or prevent disorderly conduct or other misbehaviour at a meeting. The Local Partnership may exclude or eject from a meeting a member or members of the press and public whose presence or conduct is impeding the work or proceedings of the meeting.

13.4 No Member shall use or disclose to any person any confidential and/or exempt information coming to his/her knowledge by virtue of his/her office as a Member where such disclosure would be to the advantage of the Member or of anyone known to him/her or which would be to the disadvantage of the Local Partnership.

14. Recording of Proceedings

14.1 Any request to photograph, tape, film, video tape, digital or otherwise record the proceedings of any Meeting shall be notified in advance to the Local Partnership, to enable the Chair of the Local Partnership to determine whether to agree to the request.

15. Rescinding of Decisions of the Local Partnership

15.1 A motion or amendment contrary to a decision of the Local Partnership shall not be competent within six months of that decision unless the chairperson is satisfied that due to a material change in circumstances that was not apparent at the time the decision was made, it would be reasonable for the original decision to be altered or supercede. Any proposed change must include an explanation setting out the material change of circumstances that has occurred.

16. Suspension of Standing Orders

16.1 The Local Partnership shall be entitled to suspend one or more of these standing orders but only by a majority of two-thirds of the members present and voting for that purpose.

17. Deletion or Amendment of Standing Orders

17.1 The Local Partnership shall be entitled to amend, vary or revoke any of these standing orders by a simple majority of the members present and voting for that purpose subject to either (a) an appropriate notice of motion stating the relevant amendment or variation, or a proposal that the standing orders be revoked; or (b) a proposal by the proper officer in the form of a report.

18. Minutes

18.1 The names of the Members and others present at a meeting shall be recorded in the minutes of the meeting.

18.2 The minutes of the proceedings, including any decision or resolution made by that meeting, shall be drawn up and submitted to the next ensuing meeting for agreement of their accuracy after which they will be signed by the person presiding at that meeting. A minute purporting to be so signed shall be received as evidence without further proof.

18.3 The minutes will also be referred to the Community Planning Partnership for noting by them. Any recommendations made by the Local Partnership in relation to a matter where they do not have decision making powers delegated to them from the body whose function is to be exercised, will be referred to relevant body or bodies for their consideration. This is without prejudice to the powers of Community Planning Partners or officers authorised by them to agree to implement Local Partnership recommendations at the Local Partnership meeting.

19. Working Groups

19.1 The Local Partnership may establish any Working Group as required from time to time but each Working Group shall have a limited time span as may be determined by the Local Partnership.

19.2 The Membership, Chair, remit, powers and quorum of any Working Group will be determined by the Local Partnership.

19.3 Agendas for consideration at a Working Group will be issued by electronic means to all Members no later than three days (not including Saturday and Sunday) prior to the start of the meeting.

Appendix A - Functions of the Local Partnership

The function of the Local Partnership is to develop, review and implement the priorities of the Local Area Plan for its area and as part of this to:

- Identify, set and share priorities and aspirations for the Local Partnership area, based on evidence and community engagement.
- Facilitate networking and partnership working between local public, private, third and community sector organisations to address identified local priorities.
- Listen to, consult with and represent local communities to provide a strong community voice to raise issues.
- In particular, develop arrangements for engaging with local communities in order to better understand their needs and promote effective communication.
- Distribute Renfrewshire Council's general grant fund and Common Good Fund to support local activities aligned to the local objectives.
- Provide a forum for community planning partners to listen to and respond to issues raised by local communities.
- Support engagement around the delivery of the Community Empowerment (Scotland) Act 2015 within the local area, including the ownership and usage of community assets
- Provide a forum to publicise and celebrate the contribution of community action to meeting community needs and aspirations.
- Work with Community Councils to support them to align their work to community planning and Local Partnership Plan objectives.



To: Council

On: 27 September 2018

Report by: Acting Chief Social Work Officer

Heading: Annual Report of the Chief Social Work Officer 2017/18

1. Summary

- 1.1. The Chief Social Work Officer provides an annual update report to Council in Autumn each year. The requirement for every local authority in Scotland to appoint a professionally qualified Chief Social Work Officer (CSWO) is set out within Section 3 of the Social Work (Scotland) Act 1968. The particular qualifications are set down in regulations and this is one of a number of statutory requirements which local authorities must comply with. In Renfrewshire Council the role of the Chief Social Work Officer is held by the Director of Children's Services.
- 1.2. The annual reports of all CSWOs are submitted to the Office of the Chief Social Work Advisor at the Scottish Government in order that a national overview report can be produced.
- 1.3. The report provides a summary of activity relating to the role of the Chief Social Work Officer during 2017/18.

2. Recommendations

- 2.1 It is recommended that elected members:
 - Note the key activities outlined in this report;
 - Note that the report will be submitted to the Office of the Chief Social Work Advisor at the Scottish Government; and
 - Agree that the next update to Council will be presented in Autumn 2019

3. The Chief Social Work Officer

- 3.1 The principal role and purpose of the Social Work service is contained within the Social Work (Scotland) Act 1968, which gave local authorities the responsibility of “promoting social welfare”. The Social Work Service has a statutory duty to provide care and protection to the most vulnerable people across Renfrewshire, often meaning that many of our service users do not engage with us on a voluntary basis. The role of the Chief Social Work Officer (CSWO) is critical in terms of achieving this purpose.
- 3.2 The CSWO is a ‘proper officer’ in relation to the social work function: an officer given particular responsibility on behalf of a local authority, where the law requires the function to be discharged by a specified post holder.
- 3.3 The qualifications of the CSWO are set down in regulations and stipulate that the postholder must be a qualified social worker registered with the Scottish Social Services Council. The CSWO must be able to demonstrate extensive experience of operational and strategic management at a senior level within social work or social care services.
- 3.4 The overall objective of the CSWO is to provide professional advice on the provision of social work services to elected members and officers; advice which assists authorities in understanding many of the complexities which are inherent across social work services. The CSWO should also assist authorities in understanding the key role that social work plays in contributing to the achievement of national and local outcomes, to improving local performance and in terms of the management of corporate risk. The key aspect of this locally has been the provision of an annual report to Council, and these, along with CSWO reports from other local authorities, are now being used nationally to create an overview report.
- 3.5 The scope of the CSWO role covers all social work and social care services, whether provided directly by the local authority, or in partnership with others. Where these services are purchased or commissioned from external providers, the CSWO has responsibility to advise on the specification, quality and standards of services commissioned. The environment in which social work services operate is much more complex than when the Act established the role, and current guidance reflects the increased strategic nature of the role, and the particular functions in relation to Integration Joint Boards and Health and Social Care Partnerships.
- 3.6 The CSWO has a range of other responsibilities relating to the promotion of values, standards, and leadership.
- 3.7 Social work services have a statutory duty to provide care and protection to the most vulnerable people across their local authority area. A significant proportion of service users do not engage with the service on a voluntary basis. Access to the majority of services is assessed on the basis of need, and social work staff work in partnership with individuals, carers, families and

communities to meet this need within the resources available to the service and partner agencies.

4. Local Governance Arrangements

- 4.1 Within Renfrewshire Council the Director of Children's Services acts as Chief Social Work Officer. As well as the responsibilities associated with the directorship, as CSWO he retains professional leadership for adult social work and social care services delivered by the HSCP. From May 2018 the responsibility has been delegated to the Head of Childcare and Criminal Justice as per the Council's Standing Orders.

The CSWO has a number of general and specific duties, including:

- (i) Providing regular reports to elected members on the key activities and role of the Chief Social Work Officer.
- (ii) Leading for Social Work on the Renfrewshire HSCP Executive Governance Group and the Integration Joint Board
- (iii) Reporting directly to the Education and Children's Services Policy Board and Renfrewshire Council.
- (iv) Being a member of the Council's Corporate Management Team and the Chief Officer's Group and reporting directly to the Chief Executive and senior elected members.
- (v) Representing services and the council more widely, at a local, regional and national level.
- (vi) Chairing the Senior Leadership Team of Children's Services and the twice-yearly meeting of all social work managers from both Children's Services and the HSCP.
- (vii) Providing advice on social work issues to the Chief Officers' Group
- (viii) Specific Duties
In relation to specific duties associated with the position, the CSWO within Renfrewshire Council acts as:
 - Final point of appeal in relation to Adoption and Fostering decisions
 - Recipient of all Mental Health and Adults with Incapacity Orders, and Guardianship cases
 - Decision maker in relation to Secure Care applications for Children
- (ix) Management of Risk

The Chief Social Work Officer is accountable to the Chief Executive, the Corporate Management Team and the Council as part of the Chief

Officers' Group which manages public protection risks on a partnership basis. Heads of Service have responsibility for the management of risk within their respective service areas.

5. Activities of the Chief Social Work Officer 2017/18

- 5.1 The report attached as Appendix 1 summarises the key activities of the Director of Children's Services in his capacity as Chief Social Work Officer in Renfrewshire during 2017/18. It does not provide an exhaustive description of the full range of duties and responsibilities undertaken by the Director, but seeks to provide a broad overview of the CSWO role. This report and its appendices will be submitted to the Office of the Chief Social Work Officer to inform a national overview report.
- 5.2 The next report on the activities of the Chief Social Work Officer will be submitted to the Council in Autumn 2019.

6. Overview of activities within social work services

- 6.1 Services continue to experience high demand in a number of areas, which is being managed in a financially prudent manner and during a period of significant structural change for social care and the wider Council. The management of significant levels of risk to vulnerable children and adults continues to be significant for the service and for partner agencies. Many of those pressures are related to deprivation and to high levels of alcohol and drug misuse in Renfrewshire. The service works as part of a multi-agency partnership to co-ordinate the provision of services which aim to protect vulnerable people locally and continues to deliver high-quality services to vulnerable people in Renfrewshire and to innovate and improve through a programme of continuous development and improvement.
- 6.2 The CSWO has a range of statutory duties which are detailed in Appendix 1 to this report; that appendix also includes more detail of demand and provision in those areas.
- 6.3 Statutory functions in respect of children encompass looked after and accommodated children, child protection, work with the Scottish Children's Reporter Administration and work with young people who offend and are subject to secure orders. In recent years, the service, in partnership with others, has developed a strong focus on early intervention and prevention, on the use of evidence-based programmes to support families, on the use of intensive support in complex cases, and on focusing on permanence including looked after and accommodated children who are not able to return to the care of their parent(s). The impact of this approach is considered in more detail in Appendix 1. Renfrewshire Council has participated in the Vulnerable Children's Resettlement Scheme and supports a small number of child refugees as a consequence, as well as several unaccompanied asylum seeking children. The council established a distinct team with staff with

particular experience and knowledge in order to best support these children and young people.

- 6.4 Day to day management of adult social work services is delegated to Renfrewshire Health and Social Care Partnership. The CSWO retains a professional advisory role in relation to these services and continues to have statutory duties within adult social work. The Renfrewshire Adult Protection Committee is responsible for developing, implementing and monitoring the strategic approach to the management of the protection of vulnerable adults in Renfrewshire in terms of the Adult Support & Protection (Scotland) Act 2007. There continues to be increasing demand for work related to the Adults with Incapacity (Scotland) Act 2000. More detail is included in Appendix 1.
- 6.5 Adult social work and social care services were subject of a joint inspection by the Care Inspectorate and Healthcare Improvement Scotland at the end of 2017. The inspection focused on the effectiveness of local planning and commissioning of services to achieve better outcomes, and resulted in a positive report for the partnership. The HSCP has developed an improvement plan to take forward recommendations which will support continued good performance.
- 6.6 The Criminal Justice Service supervises a range of community-based requirements on offenders, provides reports to Courts and the Parole Board, manages a service for sexual offenders, and operates a range of statutory and voluntary services to support female offenders. A number of services which previously operated on a shared basis with neighbouring authorities have now been brought in-house. Multi-agency arrangements are in place to manage high-risk offenders, violent and sexual offenders and to tackle domestic abuse. The service is also working closely with community planning partners to deliver on community justice responsibilities.

Key Priorities in 2018/19

- 6.7 Based on an assessment of internal and external factors the CSWO has identified key priorities for the year ahead:
- Supporting the wider Council to deliver on the priorities set out in the Council Plan
 - Effectively discharging our public protection role and working with partners to ensure that vulnerable children and adults live as safely as possible within local communities
 - Continuing to ensure strong and positive links between Children's Services and Renfrewshire Health and Social Care Partnership.
 - Continuing to deliver high quality services in a period of financial constraint
 - Improving outcomes for children living in Renfrewshire through evidence-based early intervention and preventative programmes and other initiatives which will aim to transform services for children
 - Wider partnership working

- Tackling inequality in Renfrewshire

Implications of the Report

1. **Financial** – None
2. **HR & Organisational Development** – None
3. **Community Planning** – The report details the progress made by the service to protect vulnerable children and adults, reduce offending behaviour, increase community safety, and promote early intervention, independent living and wider health improvement. It highlights partnership working, details the measures which ensure the workforce is skilled and effective and highlights achievements in relation to support to communities, customer service and consultation.
4. **Legal** - None
5. **Property/Assets** – None
6. **Information Technology** – None
7. **Equality & Human Rights** –
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None
9. **Procurement** –None
10. **Risk** - Risks related to the management and delivery of social work services are closely monitored and are included within both the Children's Services Risk Register and, where appropriate, the Corporate Risk Register.

11. **Privacy Impact** – None
12. **COSLA Policy Position** - None

List of Background Papers

“The Role of the Chief Social Work Officer – Guidance Issued by Scottish Ministers”
Paper to Education and Children Policy Board, 18 August 2016

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Annual Report of the Chief Social Work Officer

2017/18



Summary of Performance

Social work services across Scotland continue to face the challenges of increasing levels of demand for services, financial constraint, and workforce issues. Consequently, early intervention and preventative approaches, along with service innovation and continuous improvement, are critical to sustainable service delivery.

Renfrewshire continues to have areas of significant multiple deprivation and relative poverty, and above average levels of alcohol and drug misuse. The local authority area has also had historically high rates of looked after children, compared to the national average. Through strengthened permanency planning and early intervention work, this has been falling year on year; in 2016/17 it was 1.9%, still the sixth highest in Scotland, but lower than the 2.3% of five years earlier. Later in this report, a case study outlines the work Renfrewshire Council has done to reduce numbers of looked after children.

Adult protection and the management of financial and welfare guardianships remain a growing area of work within adult social work. Renfrewshire continues to be one of the best performing areas in Scotland in relation to minimising delayed discharge from hospital through robust joint working, but success in this area places increasing pressures on community-based services which are challenged to deliver the capacity needed to meet demographic-driven demand.

Renfrewshire Health and Social Care Partnership was subject to its first joint inspection of integrated arrangements at the end of 2017 and received positive feedback from the inspection team on progress to date. A new joint model of inspection of services for children and young people is currently being rolled out nationally.

A Week in the Life



Criminal Justice Social Work will prepare 17 new CJSW reports for court and start supervising 10 new Community Payback Orders



30 adults with a physical disability or sensory impairment will be living in supported accommodation

Over 1000 older adults will be supported in residential or nursing care



645 adults with learning disabilities make use of the day opportunities hubs



198 looked after children will be living with foster carers and another 117 will be living with kinship carers



Partnership Working

The role of Chief Social Work Officer (CSWO) was originally designed to provide professional advice on social work services to elected members and council officers, in order to assist local authorities in understanding the complexities inherent in social work and social care services. The growing incidence of strategic partnerships across the public sector, whether legislated for or developed through good local joint working, adds a level of complexity to the role of Chief Social Work Officer.

In Renfrewshire Council, social work services for children and families and criminal justice social work services are delivered by Children's Services whilst social care and social work services for adults are delivered by the Health and Social Care Partnership. As such, the CSWO fulfils the role for both the Council and the HSCP. The post is held by Peter MacLeod, who also serves as Director of Children's Services. In Renfrewshire, Children's Services includes all local authority education services. The role of deputy Chief Social Work Officer is fulfilled by the Head of Childcare and Criminal Justice.

As a Director, the CSWO sits on the Council's Corporate Management Team. He reports to elected members principally through the Education and Children's Services Policy Board and the Communities, Housing and Planning Policy Board, but also through the Council's other Boards and Committees as required. Heads of Service from both Children's Services and the Health and Social Care Partnership meet regularly to discuss practice issues and policy matters of shared interest. The CSWO chairs a Professional Governance group within the HSCP. Co-location of both organisations also contributes to strong and positive working relationships.

The CSWO has a key role in relation to local multi-agency public protection arrangements and sits on the Renfrewshire Child Protection Committee, Renfrewshire Adult Protection Committee, Renfrewshire Alcohol and Drugs Partnership and the Chief Officers Group. The deputy CSWO chairs the local Gender Based Violence Strategy Group.

Renfrewshire's CSWO is also active on a number of national groups. During 2017/18, he was Co-Chair of the National Steering Group on Joint Commissioning and Chair of the Institute for Research and Innovation in Social Services (IRISS) and sat on the boards of Technology-Enabled Care, Macmillan Cancer Support, and

Realigning Children's Services, and on the Scottish Government's Widening Access Delivery Group.

Service user voice is a growing feature of the planning and delivery of services, and in Renfrewshire, service users are supported to make their views known in a number of ways. Children and young people can share their opinions and experience through the Youth Commission, the Children's Champions Board, the use of Viewpoint, and through advocacy services provided by Barnardo's and Who Cares Scotland. For adults, the HSCP's Strategic Planning Group (SPG) brings together key stakeholders such as service user and carer representatives, partners in council and health services, third sector organisations, and care providers. The SPG is an opportunity for adult service users and carers to make their views known, and service users and carers are also represented on the Renfrewshire Integration Joint Board. The HSCP also has strong links with various service user and carer groups across Renfrewshire. The embedding of self-directed support is contributing to the delivery of more individualised care packages and a consequent shift to service users having greater control over their care is beginning to emerge.

One of the largest service user voice initiatives was Renfrewshire Children's Services Partnership All Children Study of Wellbeing, which was re-run at the end of 2016/17. This work was a follow-up to the 2011 study and over 10,000 children and young people aged 9-15 in Renfrewshire were surveyed. Throughout 2017/18, engagement activity with children and young people, as well as other key stakeholders, took place to discuss the implications of the findings and provide the direction and priorities for the local Children's Services Partnership Plan.

Shown overleaf are the key roles and partnership arrangements which fall within the remit of the CSWO in Renfrewshire.

Renfrewshire CSWO: Key roles and partnerships



Inspection of Adult Health and Social Care

A new model of joint inspection is in place for integration authorities and Renfrewshire Health and Social Care Partnership was subject to joint inspection by the Care Inspectorate and Healthcare Improvement Scotland between October and December 2017. The focus of the inspection was the effectiveness of local planning and commissioning of services to achieve better outcomes. Grades were awarded against two quality indicators – Key Performance Outcomes, and Policy Development and Plans to Support Improvement in Service. Inspectors also looked at a third Quality Indicator – Leadership and Direction that Promotes Partnership – but did not formally grade this element.

Renfrewshire HSCP was graded as Good for both the assessed elements and received positive feedback in relation to leadership and direction. The feedback report particularly noted strong performance against national targets, and the ongoing development of early intervention and support services for adult service users and carers.

The HSCP has developed an improvement plan based on the findings of the inspection, and this will be monitored by the Strategic Planning Group, a group which includes a range of stakeholders including partner organisations and service users. Areas being developed include the gathering of qualitative and outcomes-focussed feedback from service users, revising and updating the partnership's strategic commissioning plans, maintaining levels of consultation and engagement, and developing a structured programme of training for Integration Joint Board members.

Duty of Candour

The organisational duty of candour provisions set out in the Health (Tobacco, Nicotine etc. & Care) (Scotland) Act 2016 and The Duty of Candour (Scotland) Regulations 2018 came into force on 1 April 2018. These provisions are to support a consistent response across health and social care providers when an unexpected incident results in death or harm, and where the incident is not related to the condition for which a person is receiving care.

In Renfrewshire, communications have been issued to ensure all staff are aware of the regulations and to reinforce that the ethos of duty of candour is part of our commitment to putting service users at the heart of all we do. The local social work complaints policy and procedures are being reviewed to ensure they reflect the new duty of candour requirements. Our self-evaluation activities are also being reviewed to identify how duty of candour reporting processes might link to the new Care Inspectorate inspection framework.

Social Services Delivery Landscape

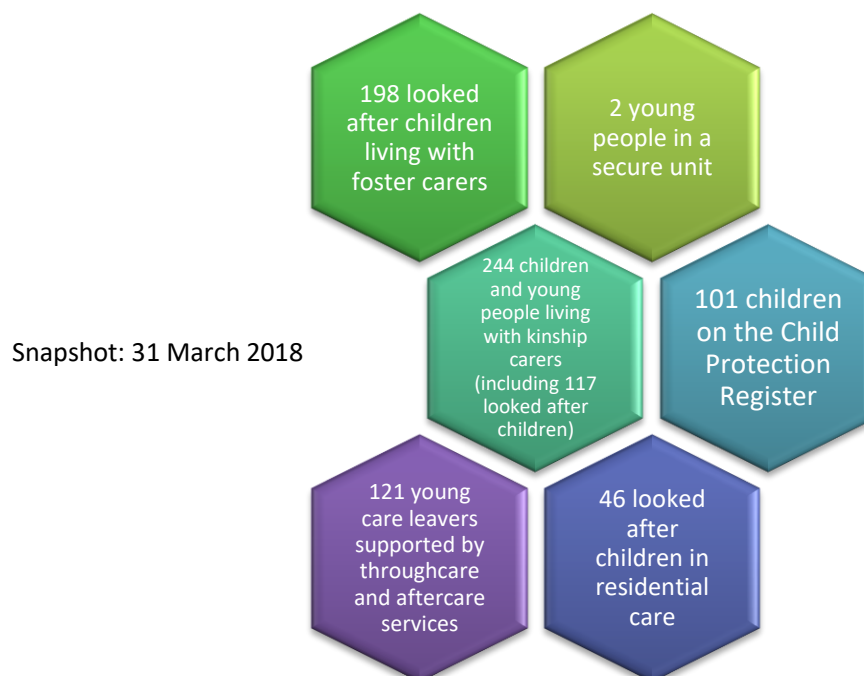
Renfrewshire Council retains a significant proportion of the local market in social care and social work provision, with 25 registered services including 3 care homes and 5 day centres for older adults, 5 children's houses, 4 centres providing day opportunities and 1 residential respite centre for adults with learning disabilities, 1 day centre for adults with physical disabilities, and a Care at Home service. The standard of these registered services is high, with 75% graded as either Very Good or Excellent for Quality of Care and Support.

The Renfrewshire local authority area also has a well-developed independent and third sector social care market. This includes more than 20 nursing and residential care homes for older people, specialist daycare provision run by Alzheimer's Scotland, national resources including the Erskine Home and the Royal Blind care home and day centre, ROAR Connections for Life, a range of supported accommodation, two secure units, and independent educational provision for those whose needs do not fit with mainstream education.

The self-directed support agenda has increased the number of smaller providers meeting tailored local needs, and the local authority also continues to work with larger framework care at home providers. As part of the strategic commissioning process required as part of the legislation on integrated health and social care, Renfrewshire Health and Social Care Partnership has developed a market facilitation statement.

Statutory Service Delivery: Children & Families Social Work

A continuing focus on early intervention and on strong permanency planning is contributing to the planned long-term reduction in the number of looked after children in Renfrewshire; for many years, Renfrewshire has had a much higher rate of looked after children within the population than other areas. At 31 March 2018, there were 662 LAC in Renfrewshire of whom 246 were looked after and accommodated; this represents a fall of 9% in the overall number of accommodated children on the previous year. Of the accommodated placements, 80% are with foster carers and a further 3% are pre-adoptive placements.



The Fostering and Adoption team have been very successful in recruiting and retaining local authority foster carers and in securing adoptive placements – 16 adoptions were secured in 2017/18. Where appropriate, foster carers are taking on the role of supported carers and continuing to provide a home for their foster children beyond the age of 18.

Secure orders continue to be used infrequently and intensive intervention and community-based support packages are considered a better approach with complex cases. Six young people from Renfrewshire spent some time in a secure placement during 2017/18; this represents a considerable reduction over recent years in the use of such placements, due in part to the work of the Whole Systems Team. Children's

Services have extended the remit of this team, which will now work with young people displaying offending behaviour up to the age of 21, rather than 18. Renfrewshire Council is also developing a new residential service, to be operational before the end of 2018/19, to facilitate much more intensive work with the small group of young people at risk of such placements.

Case study: Looked After Children

At the end of 2009/10, Renfrewshire had 796 looked after children (2.1% of the local 0-17 population, compared with 1.4% nationally). At the end of 2017/18, Renfrewshire had 656 looked after children, a decrease of 18% in overall numbers. Over the same period, the number of young people in our residential units fell by 42%. Over several years, Renfrewshire has taken a multi-faceted approach to reducing the number of children and young people coming into care, which has included:

- A planned reduction in the number of local authority residential beds. The five houses are run on a philosophy of care approach which promotes nurturing, safe environments. These will be complemented at the end of 2018 by an additional house for young people needing more intensive support.
- Work with CELCIS to strengthen our approach to permanency. Teams take a dual approach and plan for permanency as well as for a return home, so that, should a return home not be possible, delays in securing a permanent placement are minimised.
- The introduction of services such as Functional Family Therapy, which in the last five years has successfully prevented children and young people from becoming accommodated and has supported improved family relationships. The service has had positive external evaluations and has won several awards.

During 2017/18, 15 children were the subject of a Child Protection Order under Section 57 of the Children (Scotland) Act 1995. This compares to 24 in the previous year and 18 in 2015/16. The number of children on the Child Protection Register at any one time varies depending on the circumstances and nature of risk attending to the children and families that are being supported. As at 31 March 2018, there were 96 children on the Child Protection Register, though this rose above 100 throughout the year. As a snapshot, the number is subject to considerable variation. New statutory duties in respect of young carers came into force on 1 April 2018 and Renfrewshire has identified an additional resource to enhance support to this group of young people.

Statutory Service Delivery: Criminal Justice Social Work

The volume of work delivered by the Criminal Justice Social Work service continues to grow, particularly in relation to unpaid work requirements. In 2017/18, there were 528 new Community Payback Orders made by courts in respect of Renfrewshire clients, and 409 of these had an unpaid work requirement. Since the introduction of Community Payback Orders in 2011, the overall number of orders per year has doubled. Between 2011/12 and 2017/18, the total hours of work imposed rose by 32%, from 44,747 hours to 59,327. There were also 55 new Fiscal Work Orders made, which alone required more than 2000 hours of unpaid work to be carried out. The timescales for completion can be challenging for the service, partly as a result of the challenge in finding sufficient suitable work placements and of recruiting sufficient staff, but also due to the difficulties in ensuring client compliance.

In 2017/18, there were 27 new Drug Treatment and Testing Orders made in respect of Renfrewshire service users. At year end, the CJSW service was managing 93 individuals on licence in the community, including 16 on Life Licence. The 93 licences included 50 which commenced during 2017/18.

Case study: Supporting female offenders

There is a body of evidence which demonstrates that many female offenders have complex needs arising from a history of gender-based violence, mental health issues, and/or addictions. In 2012, the Commission for Women Offenders recommended multi-agency one-stop-shops which could co-ordinate a range of supports for this group. In response, Renfrewshire created the Women's Community Justice Service.

The team supervises those women serving community sentences (e.g. Community Payback Orders) and those subject to licence (following a custodial sentence). There is a strong focus on rehabilitation and recognising and attempting to address the other issues which may be causing women to reoffend. Recently, service users have been involved in creative projects which contributed to Paisley's bid for City of Culture.

The service also works with women at risk of being remanded in custody, by providing bail supports or by pursuing a diversion from prosecution. Women released from short custodial sentences are also able to access support on a voluntary basis.

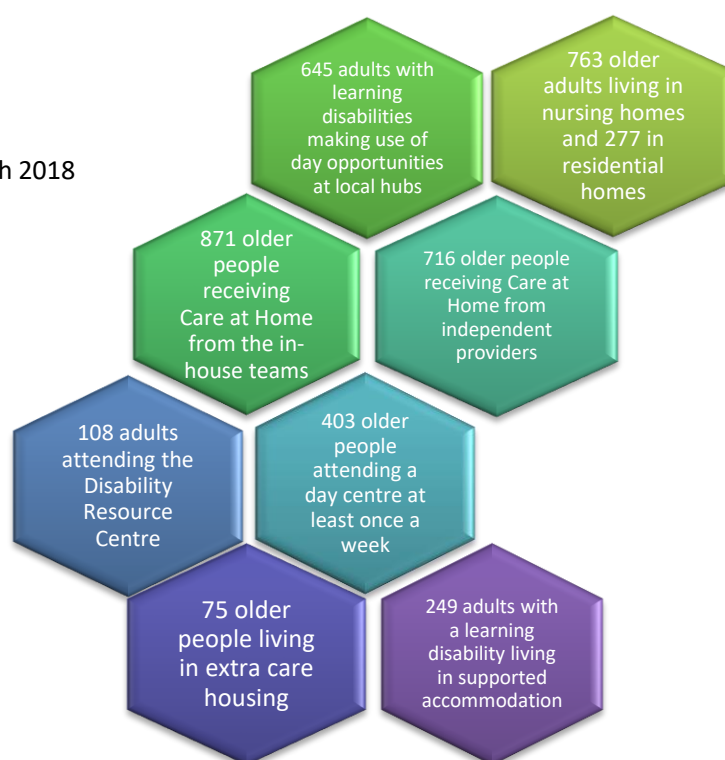
Partnership working is central to this service. It includes a range of qualified and para-professional social work staff, as well as co-located third sector staff. This enables access and allocation to the most appropriate worker. These staff co-facilitate groupwork and the drop-in service. The service is intentionally co-located with addiction services to allow access to alcohol and drug counselling on site, as well as access to mental health and co-morbidity nurses for those women who have mental health issues alongside an addiction.

In addition, women subject to unpaid work are able to attend a women-only unpaid work squad. This was developed in 2015 in recognition of their complex needs and the additional support which may be required to allow women to successfully complete their orders within a safe and nurturing environment.

Statutory Service Delivery: Adult Social Work and Social Care

Adult protection continues to see a high volume of contacts. During 2017/18, 1826 adult welfare concerns and 1003 adult protection contacts were received by Renfrewshire Council. In the same period, 64 adult protection investigations were initiated and a total of 119 initial or review case conferences took place. These resulted in 17 individuals being subject of an Adult Support and Protection Plan.

Snapshot: 31 March 2018



An Initial Case Review (ICR) was undertaken at the request of Scottish Fire & Rescue in June 2017, following the death of a vulnerable service user in a fire. A multi-agency action plan based on the findings is being monitored by Renfrewshire Adult Protection Committee and an inter-agency learning event based on the ICR took place in June 2018. The Adult Support & Protection Team also conducted two large scale investigations in 2017/18, prompted by concerns that several residents in care homes for older adults were at risk of harm.

A multi-agency Financial Harm group has been established to address prevention, identification and intervention in relation to financial harm. As well as a half-day learning event in March 2018, monthly awareness sessions are being offered.

The management of welfare guardianships continues to be an area of high demand. As of 31 March 2018, the CSWO had responsibility for 117 Welfare guardianships, which included 20 new orders granted during period 2017/18. In cases where the CSWO has been appointed as Welfare guardian, the day to day management of each case is delegated to a 'nominated officer'. These cases are reviewed regularly by the CSWO with relevant service managers.

The local authority applied for an Intervention Order in 20 cases during 2017/18. These are in addition to the Welfare Guardianships and can include an application for the appointment of a financial guardian where the authority seeks the appointment of an independent solicitor to act in this role. The MHO team manager now has the authority to act as Intervener where only matters relating to signing for and terminating tenancies is involved. The local authority also has a duty to supervise all private welfare guardianships; there are currently over 450 such guardianships across Renfrewshire. Managing this activity in the light of such volumes remains a considerable challenge for the HSCP; referrals to the MHO Service have risen by 44% since last year.

The Mental Health (Care & Treatment) (Scotland) Act 2003 authorises a range of requirements for individuals with mental disorders, including detention in hospital, authorisation of the administration of particular treatments, and community based orders which, in some cases, specify where a person must reside. These are known as Compulsory Treatment Orders (CTOs); in 2017/18 Renfrewshire MHOs made 77 CTO applications, an increase of 75% on the previous year. They also dealt with MHO consent for 16 Emergency Detentions (72-hour detention for assessment) and 138 short-term detentions (up to 28 days). The service also manages 'Restricted Patients' who come under the control of Scottish Ministers.

The day to day management of addictions services falls within the purview of the HSCP. Strong joint working remains a key feature of addictions services within Renfrewshire and the impact of substance misuse on children is a continued focus and this is reflected in the range of early intervention and preventative approaches taken in Renfrewshire. Senior managers from Children's Services and the HSCP work together with partners through the local Alcohol and Drug Partnership. At the end of 2017/18, Renfrewshire Drugs Service had 825 open cases whilst the Integrated Alcohol Team had 224 open cases. The specialist RADAR service, which works with children and young people, remains within the Council as part of Children's Services and had 95 open cases at the end of 2017/18.

The internal Care at Home service is undergoing a major review in order to streamline processes and capitalise on opportunities for multi-disciplinary working. The assessment, care management, and review functions will transfer to locality teams and give Care at Home a clearer role as a provider of services. The review has recognised the broad range of responsibilities of supervisory and managerial staff within the service and aims to simplify this by creating specialist teams. A service delivery team will be responsible for processing service requests, commissioning services and scheduling care; a new electronic scheduling system will be implemented over the next year. Locating these tasks in a specific team will allow locality-based staff to focus on support planning, staff management, and monitoring service quality. The locality model will allow each Operations Manager to run the service based on the needs of their particular community.

Case study: Supporting the independence of service users with dementia

Renfrewshire Council has been using technology to support people with dementia for several years. The most recent development is the introduction of the One Touch GPS device, which uses GPS technology to maintain a link between service users and their family/carers whilst they are out living their day-to-day lives in the community. The technology is only appropriate in the earlier stages of the dementia journey, when service users are still able to use it to maintain a degree of independent living and, crucially, still have capacity to consent to the use of GPS as a monitoring device.

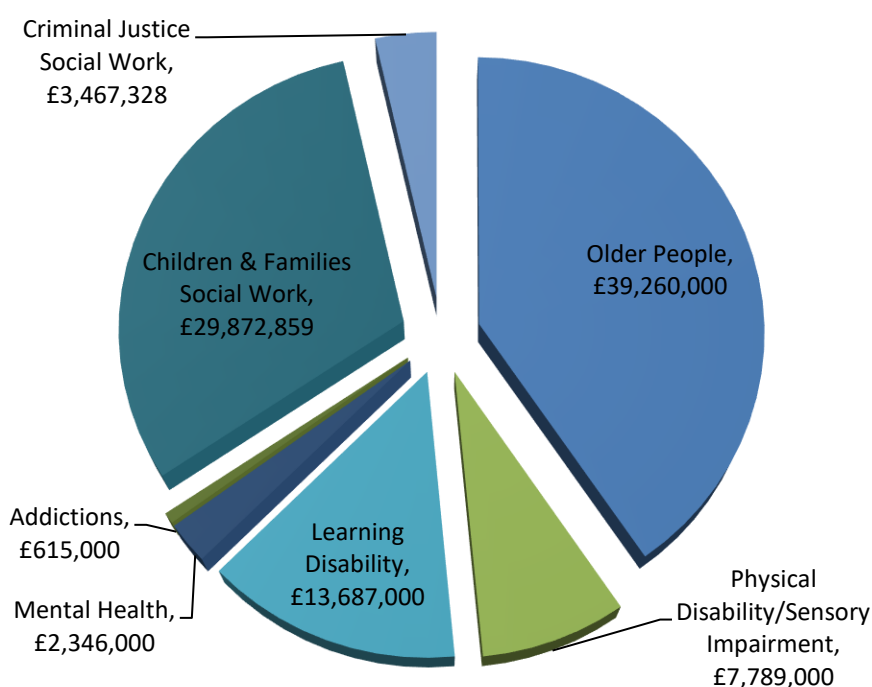
Service users and their families can programme the device to meet their individual needs and can set safe parameters if desired. Service users can use the device to trigger an alert if they need assistance whilst out in the community or can set an alert to be triggered if they travel outwith the agreed parameters. If a service user consents, family members or carers can access a portal which gives the service user's location.

Since inception in December 2017, 34 service users with dementia have been provided with the One Touch device. It is proving to be an effective means of providing reassurance to service users and carers and allowing people with dementia to continue to participate in the life of their community.

Resources

Renfrewshire Council's expenditure on social work in 2017/18 was just over £97 million. Services for older people make up the largest share at 40% and services for children and families account for a further 31%. The chart below shows expenditure by service area in 2017/18. Criminal Justice Social Work services are directly funded by Scottish Government grant. In common with other Scottish local authorities, Renfrewshire Council is trying to meet growing demand at a time of financial austerity. In its risk management plan, the Council considers financial challenges to be the greatest risk to the ongoing delivery of local services.

Expenditure on social work services, Renfrewshire, 2017/18



Demand pressures continue to generate financial challenges for social work services. These include continuing high numbers of looked after children (which is partly related to levels of deprivation, parental neglect and drug and alcohol misuse); increasing use of community sentences by courts rather than short prison sentences; the impact of longer life expectancy and a greater proportion of the population being aged 65 and over; the increasing diversity of our communities and the need to provide specialised support to, for example, refugees and unaccompanied asylum seeking children. Throughcare (that is, the support offered to care experienced

young people) is an area where we will continue to see rising demand due to the ongoing implementation of the Children and Young People (Scotland) Act 2014.

There are significant pressures in criminal justice social work arising from increasing demand and the issues associated with the new funding formula. Funding changes have led to the disaggregation of some services which were previously provided on a shared basis with neighbouring authorities, increasing the cost of provision for Renfrewshire.

Early intervention and preventative work not only supports improved outcomes for the people of Renfrewshire but can also support a sustainable financial position. Examples of local work include the embedding of early permanency planning for looked after children where appropriate; the development of an intensive residential service for young people with high levels of need; a gradual shift in the pattern of service usage as self-directed support embeds; a service for female offenders which provides support with the issues which may have contributed to offending and therefore seeks to reduce reoffending.

Service Quality and Performance

During 2017/18, social work services in Renfrewshire continued to deliver high quality and often innovative services to our communities and families.

Improving partnership working

The HSCP expanded the Community Connectors project, which has community workers based in GP practices to provide support and signposting to people experiencing mild to moderate mental health challenges

Children's Services embarked on a partnership with WhoCares Scotland? which aims to tackle stigma around the care experience. The project works with children and young people in two of our secondary catchment areas.

Using technology to engage with service users

An app has been developed which allows workers and volunteers from a range of agencies to refer young carers for an initial assessment of need.

The new Children's Services Partnership Plan has been developed as a "Plan on a Page" and includes embedded QR codes which link to video clips and further information.

Corporate parenting

The Renfrewshire Children's Services Partnership has piloted a Family Firm approach supporting care experienced young people into employment.

Two new projects - 'Healthy Together' and 'Girl's Night In' - which support care-experienced young people have been awarded funding through the council's intrapreneurship programme.

Helping people to live in homely settings

Renfrewshire continues to be one of the best-performing areas of Scotland in relation to delayed discharge. The Multi-Agency Patient Flow Hub supports reduced length of stay and minimisation of delays.

Care at Home services use a range of assistive technology - door sensors, GPS, etc - to support people with dementia to maintain their independence for as long as possible.

Empowering individuals

The Promoting Peer Support Project worked with individuals in recovery from substance misuse to become Peer Supporters and in turn provide practical and motivational support for others on a recovery journey.

Young people in our children's houses are included in the recruitment process for new house staff.

Promoting inclusivity

The Autism Connections team offer advice and support to other services in the HSCP to help them become more autism-friendly.

The council's Digital Participation Project has supported older people and people with physical disabilities to get online. Initiatives include a heritage project, links with universities, film-making, and the provision of a Digital Room within day services.

Workforce Planning and Development

In common with other local authorities, the recruitment and retention of a social work and social care workforce remains challenging. The potential for future staff shortages due to an ageing workforce also needs to be addressed. In Renfrewshire, 20% of the local authority's social work staff were aged 55 and over in 2016, an increase from 18% in 2012 and 15% in 2016. For some sectors, the proportion is greater; 30% of central and strategic staff, 30% of adult care home staff, and 32% of adult day care staff are aged 55 and over.

Within Renfrewshire Council, each service produces a workforce plan which details actions to be taken to tackle the council's workforce challenges. Within Children's Services, current priorities including tackling retention and succession planning within the children's residential workforce, and identifying ways to increase opportunities for staff to undertake reflective practice. In the HSCP, the development of new roles within the council's Care at Home service creates opportunities for career progression through the creation of the role of Senior Home Support Worker and the implementation of a revised management structure.

The in-house Social Work Professional Training Service continues to operate across Children's Services and the HSCP and offers a broad range of training and development opportunities for practitioners. The team also delivers multi-agency training in child and adult protection. A dedicated post provides training and support for foster carers, and Renfrewshire Council offers foster carers a wide range of training on issues such as child protection, attachment and trauma, Theraplay, internet safety, the impact of parental substance misuse, and managing transitions. Renfrewshire has one of the highest incidences of domestic abuse in the country, and we have implemented the 'Safe and Together' model to support work on reducing the impact on children. 'Safe and Together' is a child-centred approach focusing on the strengths of the survivor and the pattern of behaviour of the perpetrator.

Staff also have access to more generic training offered by the Council, including a two-tier leadership development programme which runs over a 12-month period.

Future Priorities

In 2018/19, Renfrewshire Council, along with partners, will publish a new gender-based violence strategy aligned to Equally Safe, and produce the first outturn report from Community Justice Renfrewshire. The HSCP will continue to deliver on the action plan arising from the positive inspection of 2017.

Services will develop to reflect new legislative and policy frameworks, including the extension of the presumption against short sentences to 12 months and the Domestic Abuse (Scotland) Act 2018. Services will reflect on draft legislation currently progressing through the Scottish Parliament, including the Children and Young People (Information Sharing) Bill, the Health and Care (Staffing) (Scotland) Bill, and the Age of Criminal Responsibility (Scotland) Bill. The CSWO will also contribute to Renfrewshire Council responses to government consultations which impact upon social work services, including proposed changes to the Protection of Vulnerable Groups scheme and to Part 1 of the Children (Scotland) Act 1995.

A new needs-driven plan for children's services was published by Renfrewshire Children's Services Partnership in March 2018. With local authorities and the NHS jointly responsible for producing these plans, the oversight of the CSWO is critical in terms of ensuring successful delivery. This is particularly important in relation to the new model of inspection for children's services, which will have a clear focus on this plan as a means of improving outcomes for children and young people.

Many of the challenges facing social work services will be unchanged in the short- and medium-term. Demographic change, particularly in relation to an ageing population, will continue to exert demand pressures. These are likely to be felt most keenly in community-based supports for older people, such as Care at Home, and in MHO services. At the same time, all local authorities will face the ongoing challenge of maintaining or improving the quality of services in a period of financial austerity. Early intervention and preventative approaches remain key to future-proofing services.



To: Council

On: 27 September 2018

Report by: Director of Children's Services

Heading: Progress Report on Renfrewshire Gaelic Language Implementation Plan

1. **Summary**

- 1.1 As part of their duties under the Gaelic Language (Scotland) Act 2005, local authorities are required to have a Gaelic Language Plan which outlines the actions they will take to promote Gaelic in their community. The implementation of plans is overseen by Bòrd na Gàidhlig and local authorities must provide an annual update on progress against the plan's actions both to Bòrd na Gàidhlig and to elected members. This report provides an update on progress to date.
-

2. **Recommendations**

- 2.1 Elected members are asked to:
- Note the progress made by Renfrewshire Council in the delivery of the Gaelic Language Plan;
 - Note that a progress report has been provided to Bòrd na Gàidhlig;
 - Note that, as agreed by Council in December 2015, annual progress reports will continue to be provided to Bòrd na Gàidhlig and to Council.
-

3. **Background**

- 3.1 The Gaelic Language (Scotland) Act 2005 requires all local authorities in Scotland to produce a Gaelic Language Plan. These plans are part of an effort to protect and revitalise Gaelic as a living language in Scotland.
- 3.2 Renfrewshire Council's current plan runs from 2016 to 2021. It was approved by Council in 2016 and subsequently by Bòrd na Gàidhlig in 2017. Following their approval, Bòrd na Gàidhlig require annual progress reports from the council as to the plan's implementation.
- 3.3 Renfrewshire Council recognises the contribution of Gaelic to Scotland's history and culture, and seeks to incorporate Gaelic appropriately in local events such as Sma' Shot Day, the Spree, and Hallowe'en celebrations. Paisley's hosting of the Royal National Mòd in 2013 was hugely successful, attracting over 8,000 visitors and enhancing the profile of Gaelic in Renfrewshire. Paisley will again host the Mòd in 2022. Places on the regular Gaelic classes for adult learners remain in demand, and the Council facilitates transport for children who wish to enter Gaelic Medium Education in the specialist schools in Glasgow City or Inverclyde.

4. **Progress with the delivery of Renfrewshire's Gaelic Language Plan**

- 4.1 The template provided by Bòrd na Gàidhlig requires progress updates in respect of 13 aspects of implementation:
- Identity
 - Communications
 - Publications
 - Staffing
 - Language acquisition
 - Language usage
 - Language status
 - Language corpus
 - Publishing the plan
 - Informing staff of their duties under the plan
 - Services delivered by third parties
 - Resourcing the plan
 - Internal monitoring of implementation

- 4.2 The full detail of progress as reported to Bòrd na Gàidhlig is included as Appendix 1 to this report. Of the 13 themes, 11 are progressing on target and 2 have been delayed. These delays reflect the fact that the Gaelic-related content on the council's intranet and internet is in the process of being refreshed.
- 4.3 Highlights of the progress report include:
- Paisley's hosting of the Scottish Trad Awards in 2017 and success in being named host town for the 2022 Royal National Mod
 - Training delivered by the University of the West of Scotland to 11 teachers to allow them to deliver Gaelic as a second modern language
 - Provision of Gaelic Bookbug packs in Renfrewshire libraries
 - The development of a database to track the progress of Renfrewshire children in Gaelic Medium Education in other local authority areas
 - Continued demand for places in Gaelic language classes for adult learners

Implications of the Report

1. **Financial** - none
2. **HR & Organisational Development** - none
3. **Community/Council Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report, as it is for noting only. The Council recognises that increasing number of residents whose first language is not English and endeavours to provide information in other languages as required, including Gaelic.
8. **Health & Safety** - none

- 9. **Procurement** – none
 - 10. **Risk** – none
 - 11. **Privacy Impact** - none
 - 12. **Cosla Policy Position** – none
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List of Background Papers

None

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Bòrd na Gàidhlig

TEAMPLAID FOIRM DEARCNACHAIDH PLANA CÀNAIN GÀIDHLIG

GAELIC LANGUAGE PLAN MONITORING FORM TEMPLATE

Stiùireadh:

Fo sgèith Achd na Gàidhlig (Alba) 2005 faodaidh am Bòrd aithisg dearcnachaidh iarraidh bho ùghdarrasan poblach le fios mu adhartas air liubhairt toraidhean a' phlana. 'S e am prìomh amas aig a' Bhòrd gum faigh an t-ùghdarras cothrom a bhith a' dèanamh tomhas air adhartas a thathar a' dèanamh agus sealltainn far a bheil neartan no laigsean mu choinneamh adhartas. A bharrachd air seo, tha am pròiseas seo a' toirt cothrom don ùghdarras a bhith a' dèanamh planadh ro-làimh mar phàirt den phròiseas ath-bhreithneachaidh riatanach ro ùrachadh a' phlana, agus cunntas a ghabhail air leasan a chaidh ionnsachadh agus buaidh a' phlana air poileasaidhean is planaichean na buidhne.

Tha am Bòrd a' moladh na teamplaid gu h-ìosal mar chruth airson aithisg dearcnachaidh. Thathar a' cleachdadh còd dhathan gus adhartas a shealltainn air liubhairt thoraidhean.

Mar stiùireadh air a' phròiseas dearcnachaidh san fharsaingeachd, tha am Bòrd a' moladh na leanas:

- Gu bheil adhartas air a chomharradh gu soilleir airson nan gnìomhan uile, le meudachadh càileachd is àireamhail air an clàradh.
- Far a bheil dàil air a bhith ann, gu bheil mìneachadh soilleir air dè dh'adhbhraich seo agus an dòigh anns a bheil an t-ùghdarras gu bhith a' rèiteachadh chùisean.
- Gu bheil earrann air a gabhail a-steach aig deireadh na h-aithisge le fios mu leasan a chaidh ionnsachadh.

Thèid an teamplaid seo a chleachdadh leis a' Bhòrd airson measadh a dhèanamh air aithisgean dearcnachaidh. Thèid coimhead air an tar-shealladh a thaobh co-ionannachd spèise; tairgse fhor-gnìomhach; àbhaisteachadh; na raointean leasachaidh agus prìomh raointean planadh cànain Gàidhlig an cois a' Phlana Cànain Nàiseanta Gàidhlig; planadh a thaobh luchd-obrach gu h-iomlan agus coileanadh uile gu lèir. Bidh freagairt a' Bhùird stèidhichte air fianais a tha air thaisbeanadh san aithisg.

Guidance:

Under the Gaelic Language (Scotland) Act 2005 the Bòrd may require public authorities to submit a monitoring report on progress regarding delivery of their plan's outputs. The purpose of this is to provide the authority with an opportunity to measure progress, to take remedial action if necessary or note where progress has been greater than anticipated. The reporting process is also intended to support the organisation to plan in advance of the review required prior to renewal of its plan, to take account of lessons learned, and to measure the plan's impact across the organisation's policy and planning process.

The template provided below is the Bòrd's recommended monitoring report format. It includes a colour code system to indicate progress on output delivery and a key is provided regarding this.

By way of general guidance for the monitoring process the Bòrd encourages the following:

- That for all actions a clear measure of progress is included, with the qualitative and numerical increase recorded.
- Where there has been a delay in progress or no progress that this is clearly stated, with an explanation of why this has occurred and what the response is.
- That a 'lessons learned' section is included at the end of the report.

The Bòrd will use this template when assessing monitoring reports. We will also look at the wider picture in terms of delivery on equal respect; active offer; mainstreaming; the development areas and key language planning categories contained in the National Gaelic Language Plan; workforce planning and overall performance. Our response will be based on what is evidenced in the report.

Clàr Key	
A' dol mar bu chòir – gun dùbhlann no dùbhlann aig ìre ìseal a bhuailas air ceann-latha no càileachd an toraidh On track – minimal or no issues that can impact on quality or delivery of output to schedule.	
Dàil air ceann-latha lìbhrigidh agus/no càileachd/meud an toraidh taobh a-staigh chrìochan a' Phlana. Delay in delivery time line and/or quantity/quality of output within parameters of the Plan.	
Dàil air lìbhrigeadh an toraidh taobh a-staigh clàr-ama a' phlana no cha tèid an toradh a choileanadh taobh a-staigh clàr-ama a' Phlana. Delay in output delivery within the plan's time-line or target output will not be achieved within plan's time-line	

Fiosrachadh Bunaiteach Base-line information		
Ceann-latha aonta Plana Cànanain Gàidhlig xxxx Approval date of xxxx Gaelic Language Plan	8 March 2017	
Àrd-oifigear le uallach iomlan airson a’ Phlana Senior officer with overall responsibility for the Plan	Director of Children’s Services	
Àrd-oifigear le uallach airson am Plana a chur an gnìomh Senior officer with responsibility for the implementation of the Plan	Director of Children’s Services	
Ceann-latha a chuireadh an aithisg a-staigh Date of submission of monitoring report	29 June 2018	
Bun-dhleastanasan Core Commitments		
Aithne Identity		
Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status
Year 1 and ongoing: <ul style="list-style-type: none">Consider bilingual signage and logo as items are renewed and where appropriateBilingual titles for Gaelic events funded/led by the local authorityWork to include Gaelic in regular annual eventsAim to maintain and develop the number of Gaelic speakers in Renfrewshire	<p>Renfrewshire Council has no plans to rebrand and so does not have a bilingual logo or signage.</p> <p>Gaelic has been a part of a number of Council events, including the Spree and Sma’ Shot/Weave festivals. Paisley hosted the Scottish Trad Awards in 2017 and will host the National Mod in 2022, the second time the Mod has visited Paisley. In May 2018, a Gaelic Writers’ Showcase took place in Paisley and was organised in partnership with the Gaelic Books Council and ClannGàidhlig. The event features several writers in conversation , a panel discussion and an open Q&A.</p> <p>Key events in 2018/19 featuring Gaelic content include The Halloween Festival and the Spree Festival and in 2019 this will expand to include Sma’ Shot/Weave Festival and Doors Open Days. Gaelic content will begin to feature more prominently in key events leading up to our hosting of the Royal National Mod in 2022. Marketing materials for the events will reflect the growth of Gaelic content in the events programme and positive working relationships are maintained with Gaelic media to highlight this activity.</p>	


	Adult Learning and Literacies Services continues to provide community based Gaelic language classes to Renfrewshire residents within local communities.	
Conaltraidhean Communications		
Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status
Year 1 and ongoing: <ul style="list-style-type: none"> Council correspondence and documents to be available in Gaelic where requested Gaelic awareness raising on intranet and website, and on council social media channels Bilingual content for council web pages on Gaelic Plan, GME, and Gaelic cultural events 	Renfrewshire Council's Gaelic Language Plan was approved in 2015 and is made available through the Council website in both Gaelic and English. Relevant sections of the Council website are being reviewed to enhance the Gaelic content. Our website includes information on how to access Gaelic Medium Education and on Gaelic classes for adult learners. All council documents can be requested in other language formats, including Gaelic. The Council regularly promotes the language through a range of its policies and events which are publicised in the media (including through targeted links with the Gaelic media) and on digital and social channel. Given the demographics of the local community, a decision has been taken not to include a Gaelic strapline on the council's website, and we note that other local authorities have the same approach. We are currently reviewing relevant sections on our website in order to enhance the Gaelic language content.	
Foillseachaidhean Publications		
Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status
Year 1 and ongoing: <ul style="list-style-type: none"> Promote Gaelic activity and achievement to the Gaelic media Offer to make council documents available in languages other than English to include Gaelic 	The Council's Communications Team have good links with the Gaelic media and coverage has appeared in traditional and digital media. One example would be the launch of Renfrewshire Council's latest Mod bid. Customers of Renfrewshire Council can request documents in other languages, including Gaelic.	
Luchd-obrach Staffing		

Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status
<ul style="list-style-type: none"> Offer and delivery of training in Gaelic 	Schools are advised of all national Gaelic training opportunities. Gaelic L3 training is delivered locally by the University of the West of Scotland and 11 teachers undertook this training at the beginning of 2018. Another course will be offered in the next academic session. Renfrewshire Council liaises with UWS as to the development of the course. An audit of Gaelic skills amongst teaching staff was undertaken in February 2017; none of the respondents reported having any level of Gaelic.	
Buaidhean Poileasaidh don Ghàidhlig Policy Implications for Gaelic		
Togail Cànan Language acquisition		
Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status
<ul style="list-style-type: none"> Progress tracking of children in GME Awareness raising for Gaelic Language classes and for GME Consultation re demand for GME Gaelic resources for pre-5 Gaelic activities and events included in the Council's annual events programmes 	<p>A database to track the progress of Renfrewshire children in GME in other authority areas will be in place by September 2018. The option to enrol in GME is included in all nursery letters when placements are confirmed, and is an option on the registration and placing request forms. Information about GME is also available on the council's website. Gaelic language books are available in some of our pre-five centres.</p> <p>A full consultation on the demand for GME has not been undertaken, though a parent questionnaire was issued to parents/carers of nursery age children in 2016/17 in order to determine demand at that stage.</p> <p>Renfrewshire Council has informal arrangements (rather than service level agreements) in place with Glasgow City and Inverclyde Councils to provide GME.</p> <p>The staff training noted above will support the authority in considering whether Gaelic could be incorporated into the national 1+2 language initiative.</p>	
Cleachdadh Cànan Language usage		
Geallaidhean /cinn-làithean targaid	Adhartas	Ìre

Commitments/delivery dates	Progress	Status
<ul style="list-style-type: none"> Inclusion of Gaelic language in mainstream cultural and heritage events Continuation of Gaelic Development Officer post and partnership with neighbouring authorities Gaelic language resources available in libraries, in schools, and in early years centres Continuation of Gaelic learning programme for adults 	<p>The post of Gaelic Development Officer is currently vacant and the three Cille Conval partnership authorities (Renfrewshire, East Renfrewshire, Inverclyde) have made separate arrangements from existing resources for 2018/19. The three local authorities will meet in early 2019 to discuss the partnership arrangements for 2019/20 and beyond.</p> <p>Gaelic language classes are well promoted in local communities, including through libraries and community centres. The Gaelic language classes are well attended and are developed to meet learner needs.</p> <p>Gaelic Bookbug packs are available from Renfrewshire libraries on request, and the Libraries service invited Comann nam Parant (a Gaelic parents' group) to introduce some Gaelic songs into a Bookbug session in Paisley.</p>	
Inbhe Cànan Language status		
Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status
<ul style="list-style-type: none"> Promotion of Gaelic Language Plan Consultation with local Gaelic organisations and communities Increased visibility of Gaelic in Council premises, online, and in key documents Awareness raising 	<p>The Council promotes the availability of Gaelic Medium Education through its website and through information direct to parents at the point of registering children for nursery and school.</p> <p>Council services have links with local groups such as Clann Gàidhlig and Comann nam Parant.</p> <p>Council documents do not feature Gaelic but translations can be requested in Gaelic or any other language.</p>	
Corpas Cànan Language Corpus		
Geallaidhean /cinn-làithean targaid	Adhartas	Ìre

Commitments/delivery dates	Progress	Status
<ul style="list-style-type: none"> Dissemination of Gaelic language information as appropriate Agreed list of Gaelic place names in the area, and awareness raising of place names 	<p>Council information is available in languages other than English on request. The Council's website contains information about Gaelic language classes and Gaelic Medium Education. A number of schools, early years' settings and libraries have Gaelic resources available.</p> <p>The Council does not currently hold a list of Gaelic place names across Renfrewshire, but will add a link to a place name database to the appropriate web page within the Council site.</p>	
Buileachadh is sgrùdadh Implementing and monitoring		
Foillseachadh a' phlana Publicising the plan		
Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status
<ul style="list-style-type: none"> issue a press release announcing the plan; make copies of the plan available in our public offices and reception areas, make the plan known to employees via Renfrewshire Council's Intranet; distribute copies of the plan to Non-departmental Public Bodies and agencies, agents and contractors; distribute copies of the Plan to Gaelic organisations; distribute copies of the plan to other interested bodies; and make copies available on request. 	<p>The Council's website has a section on GME and another section on the Gaelic Language Plan (this includes copies of the plan in Gaelic and English). The council is currently reviewing the Gaelic content of the website with a view to enhancing it. The council no longer produces printed copies of plans other than by request, so hard copies are not routinely available. However, the plan is available online and the Council would provide hard copies should they be requested.</p>	

Luchd-obrach fa leth (mar a tha luchd-obrach air am fiosrachadh a thaobh an dleastanasan fon Phlana) Individual Staff Members (how staff are informed of their duties under the Plan)		
Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status
All employees will be provided with information on the content of the plan via the council intranet and developments will be notified via internal email and departmental meetings.	The council is in the process of refreshing its intranet content and the Gaelic Language Plan is currently on our website only. Officers with the lead for Gaelic –related activity in their service areas have contributed to the progress report.	
Seirbheisean air an Liubhairt le Treas Phàrtaidhean Services Delivered by Third Parties		
Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status
All third party organisations which deliver services on behalf of the Council will be advised of the commitments within the Gaelic Language Plan.	Commitments in the Gaelic Language Plan apply to council services or to leisure and cultural services provided by Renfrewshire Leisure Limited, whose Board includes senior council officers and elected members. Each of these areas of service have contributed to this progress report.	
Goireasachadh a’ Phlana a thaobh nan seirbheisean air an liubhairt. Resourcing the Plan, in respect of those services delivered.		
Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status
Renfrewshire Council will resource the activities outlined through the budgets of responsible services.	The cost of the existing Gaelic services within Renfrewshire is not met by the annual grant. Additional funding is provided by Children’s Services, including the cost of transport to enable children to attend Gaelic Medium Education in neighbouring authorities.	
Sgrùdadh air Buileachadh a’ Phlana air an taobh a-staigh. Monitoring the Implementation of the Plan internally .		
Geallaidhean /cinn-làithean targaid Commitments/delivery dates	Adhartas Progress	Ìre Status

<p>Progress towards the delivery of the plan will be reported to the Council elected members and Bòrd na Gàidhlig annually.</p>	<p>This progress report is the first annual update to Bord Na Gaidhlig following the publication of Renfrewshire Council's Gaelic Language Implementation Plan in 2017. A progress update and covering report will be considered by elected members at the Council meeting scheduled for September 2018.</p>	
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To: Council

On: 27th September 2018

Report by: Director of Finance and Resources

Heading: 2018 Review of UK Parliament Constituencies

1. Summary

1.1 The Boundary Commission for Scotland ("the Commission") have now concluded their review of the UK Parliament Constituencies and have made their final recommendations to the Secretary of State for Scotland.

1.2 The new constituencies will be considered for approval by Parliament.

2. Recommendations

2.1 That Council notes the outcome of the review and the next steps in the process.

3. Background

3.1 The 2018 Review of UK Parliamentary Constituencies ("the Review") is required by the Parliamentary Constituencies Act 1986 (as amended). The Review was conducted simultaneously by the four Boundary Commissions in Scotland, England, Northern Ireland and Wales. The

four Boundary Commissions have submitted their final recommendations simultaneously.

- 3.2 The UK Parliament decided in 2011 that the number of parliamentary constituencies would decrease from 650 to 600. In Scotland this means a reduction from 59 constituencies to 53. Two of the 53 were not subject to review namely Na h-Eileanan an Iar and Orkney and Shetland. The remaining 51 constituencies must not exceed the maximum permitted area of 13,000 square kilometres. They must also be within 5% of the UK electoral quota 74,769.2 (i.e. they must have between 71,031 and 78,507 electors).
- 3.3 The Commission's report has now been submitted to the Secretary of State for Scotland. The Government will consider the terms of the report. The matter will then come before Parliament for approval. If approved the new boundaries will be used at the next General Election which is scheduled for May 2022. A full copy of the Commission's report can be accessed at http://www.bcomm-scotland.independent.gov.uk/2018_Westminster/final_recs/BCS_2018_Review_Report.pdf
- 3.4 If the Commission's proposals are accepted and approved by Parliament then Renfrewshire residents will vote in one of three constituencies; Paisley, Renfrewshire West and Garnock Valley or Clyde Coast.
- 3.5 Paisley Constituency is a burgh constituency comprising of Paisley, Renfrew and Elderslie. Renfrewshire West and Garnock Valley Constituency is a county constituency which contains Erskine, Inchinnan, Houston, Crosslea, Brookfield, Bridge of Weir, Linwood, Johnstone, Howwood, Kilbarchan and Lochwinnoch along with large parts of North Ayrshire and East Renfrewshire. The Clyde Coast Constituency is a county constituency which contains Bishopton and Langbank along with all of the Inverclyde Council area, and parts of North Ayrshire including Largs and Millport. Maps showing the extent of each of these constituencies are appended hereto.

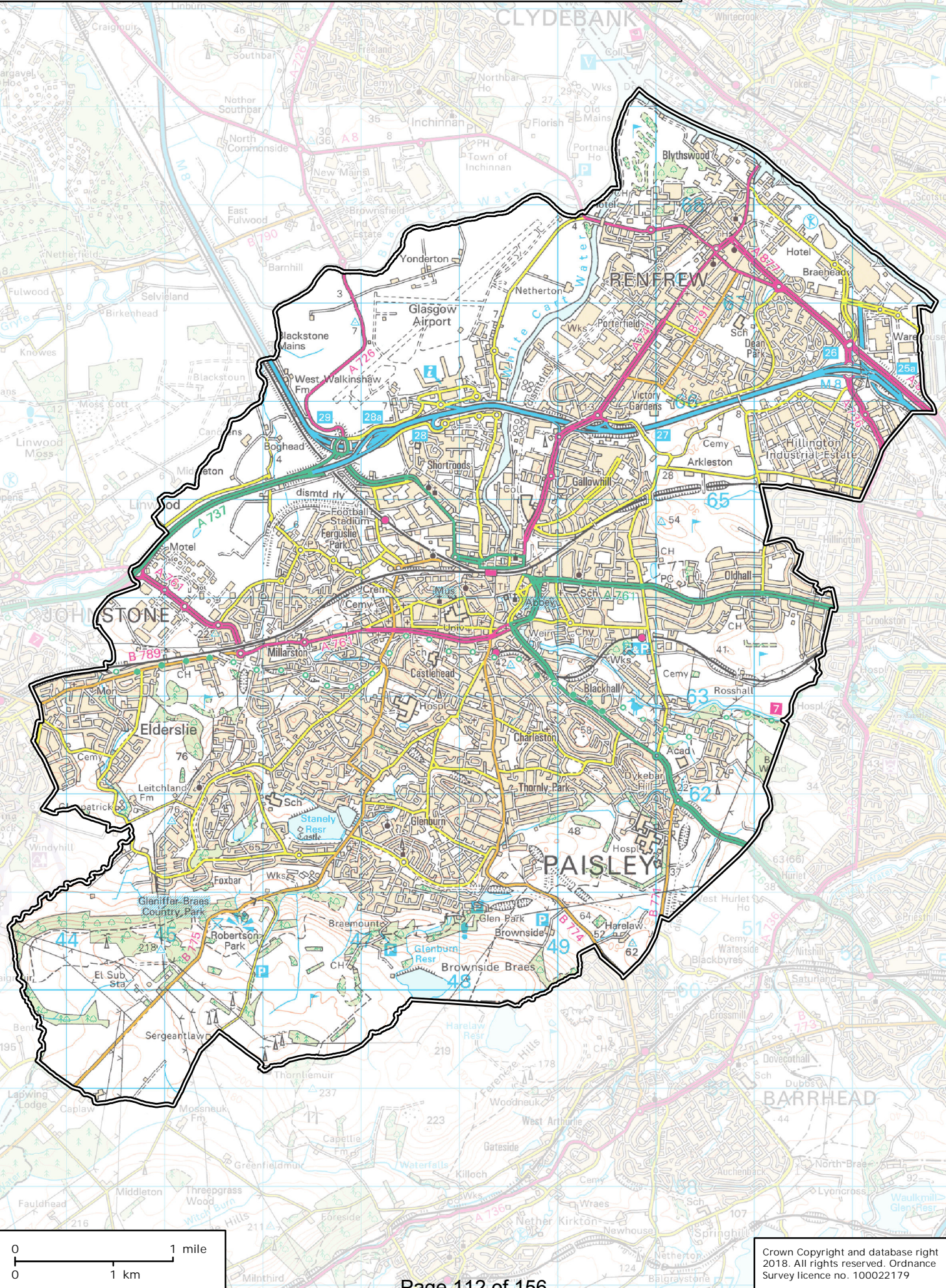
Implications of the Report

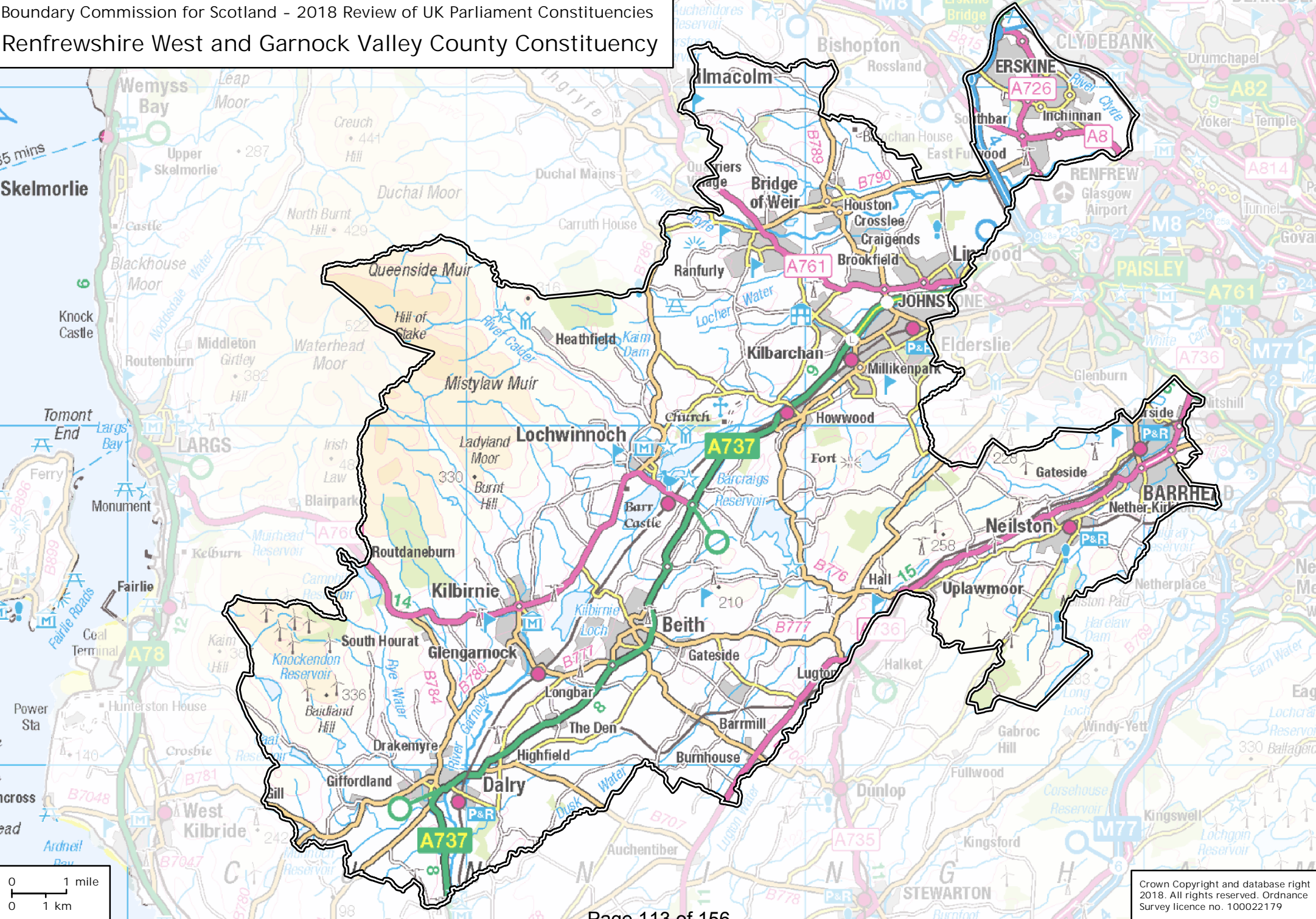
1. **Financial** – None
2. **HR & Organisational Development** - None

3. **Community/Council Planning** – None
4. **Legal** – None
5. **Property/Assets** – None.
6. **Information Technology** – None
7. **Equality & Human Rights** - None
8. **Health & Safety** – None
9. **Risk** – *N/A*

List of Background Papers - None

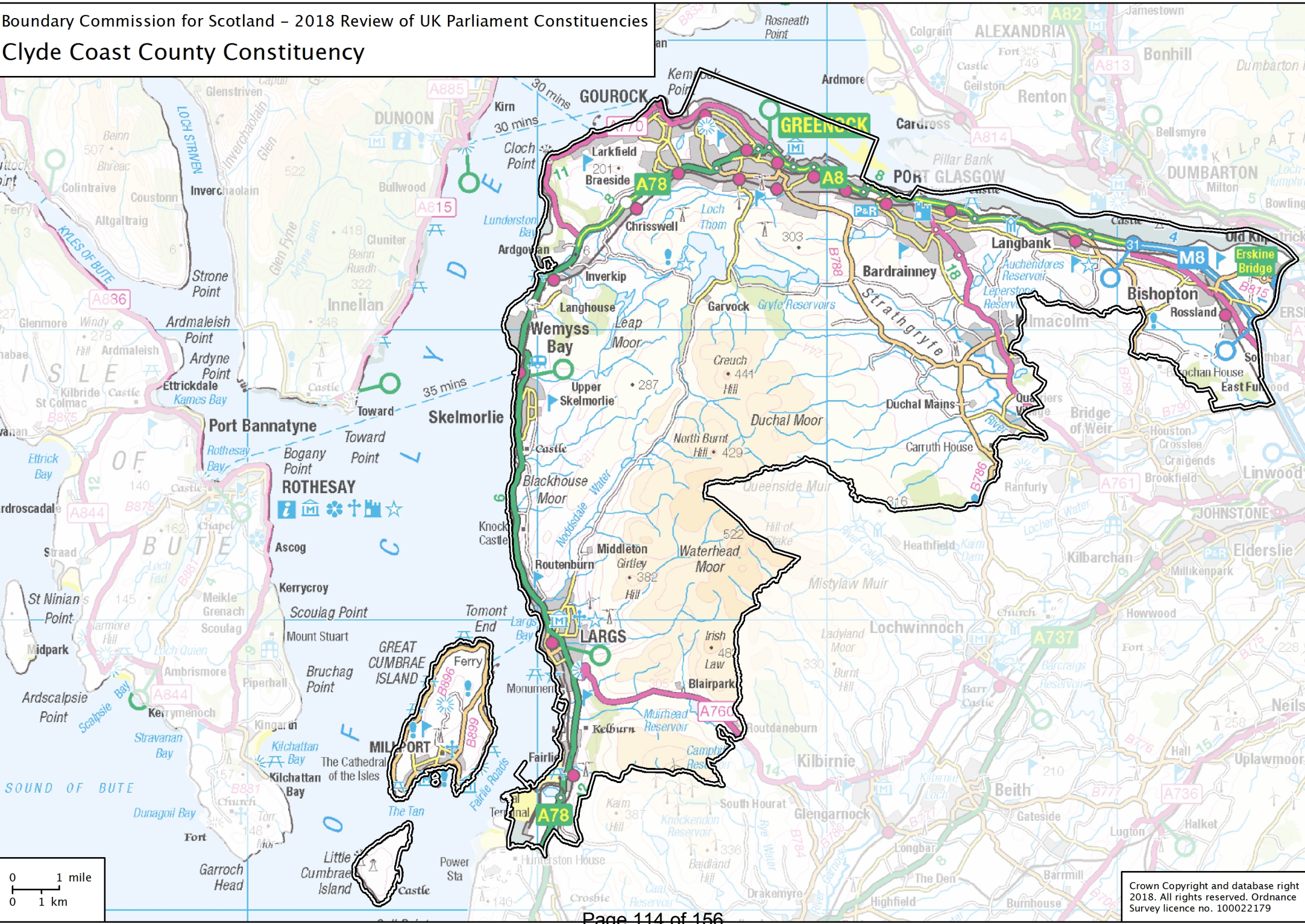
Author: Mark Conaghan
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Boundary Commission for Scotland – 2018 Review of UK Parliament Constituencies

Clyde Coast County Constituency



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To: Council

On: 27 September 2018

Report by: Director of Finance & Resources

Heading: Membership of Boards and Other Organisations

1. Summary

- 1.1 The purpose of this report is to consider the appointment of a member to each of the vacant positions on the Finance, Resources & Customer Services Policy Board and the Leadership Board as, following the recent suspension of Councillor Sheridan by the Labour Party pending the outcome of an investigation, he is no longer able to attend Boards as a member of that Group. The Labour Group has proposed Councillor Hood as a member of the Finance, Resources & Customer Services Policy Board; and Councillor Kennedy as a member of the Leadership Board.
 - 1.2 Intimation has also been received indicating that Renfrewshire Sports Network was dissolved following a special general meeting. Accordingly, Councillor Kerr's appointment to this body is no longer required.
-

2. Recommendations

- 2.1 That the Council considers the appointment of Councillor Hood as member of the Finance, Resources & Customer Services Policy Board, and the appointment of Councillor Kennedy as a member of the Leadership Board; and
- 2.2 That the dissolution of Renfrewshire Sports Network be noted.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** - none
3. **Community/Council Planning** – none
4. **Legal** - none
5. **Property/Assets** - none.
6. **Information Technology** – none

7. **Equality & Human Rights**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **CoSLA Policy Position** – not applicable

List of Background Papers – letter dated 21 June 2018 from Renfrewshire Sports Network.

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To: Council

On: 27 September 2018

Report by: Director of Finance and Resources

Heading: Revised Financial Regulations

1. Summary

- 1.1 A comprehensive and up to date set of Financial Regulations is a key element of corporate governance, as they provide a framework for good financial management.
- 1.2 The last revision to the Council's Financial Regulations was approved by Council on 24 September 2015. The Council approved revisions to the decision-making structures on 18 May 2017, the resulting changes to Board remits has been incorporated into the revised Financial Regulations.
- 1.3 The responsibilities of the Finance, Resources and Customer Services Policy Board, the Audit, Risk and Scrutiny Board and other relevant boards have been amended to better align with the remit of the board.
- 1.4 Some other minor changes have been made to improve the clarity of the Financial Regulations and to reflect changes in operational arrangements resulting from the implementation of Business World.
- 1.5 Following the approval to declassify previous voluntary trading operations by the Finance, Resources and Customer Services Policy Board on 28 March 2018, reference to trading operations has been removed from the revised Financial Regulations.
- 1.6 It is proposed that these revised Financial Regulations come into effect on 1 October 2018, to coincide with the introduction of Business World.
- 1.7 The updated Financial Regulations are appended to this report as Appendix 1.

2. **Recommendations**

- 2.1 Members are asked to approve the revised Financial Regulations to come into effect on 1 October 2018.
-

Implications of the Report

1. **Financial** - None
2. **HR & Organisational Development** - None
3. **Community Planning** – Safer and Stronger - up to date financial regulations are a key component of good corporate governance.
4. **Legal** - the revised regulations reflect recent changes made to the Council's governance arrangements.
5. **Property Implications** - None.
6. **Information Technology Implications** - None.
7. **Equal Opportunities Implications** – None.
8. **Health and Safety Implications** – None.
9. **Procurement Implications** – None.
10. **Risk Implications** – Up to date financial regulations are a key requirement in managing the Council's financial risks.
11. **Privacy Impact** – None
12. **Cosla Policy Position** - None

Author: Andrea McMahon – 01416187017



Renfrewshire Council

Financial Regulations

October 2018

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1 What the Regulations Cover

- 1.1 Under section 95 of the Local Government (Scotland) Act 1973, all local authorities in Scotland must have adequate systems and controls in place to make sure that their finances are handled properly. They must also appoint an appropriate officer with the full responsibility for monitoring how they do so.
- 1.2 These Financial Regulations set out the responsibilities of the Director of Finance and Resources, who has been appointed as the 'proper officer', for the purposes of section 95 of the 1973 Act, along with the responsibilities of the Chief Executive, directors and other authorised people.
- 1.3 These Financial Regulations will be administered through those delegations set out in the Council's scheme of delegation.
- 1.4 These regulations also set out the responsibilities of the Council, Policy Boards and the Audit, Risk and Scrutiny Board for the Council's financial affairs.
- 1.5 Directors will make sure that all relevant employees are aware of these regulations and that they follow them at all times. Where any part of the Council's budget is managed through a partnership body, the relevant partnership lead will ensure that all relevant persons are aware of and follow these regulations.
- 1.6 All actions that affect the Council's finances should only be carried out by properly authorised persons. Directors will make sure that there is a proper system in place for authorising transactions. Directors will follow the processes approved by the Director of Finance and Resources for setting and recording financial delegations to authorised persons.
- 1.7 Directors and other authorised persons will make sure that the Council only commits to expenditure (spending) that it is legally able to commit to. Where this is not clear, the authorised person will consult the Head of Corporate Governance before committing to any expenditure. Also, the legality of expenditure relating to new service developments, contributions to other organisations and responses to new emergency situations will be confirmed before the Council commit to any related expenditure.
- 1.8 If you believe that anyone has broken, or may break, these regulations, you must report this immediately to the Director of Finance and Resources, (or, if more appropriate, to the Chief Executive or the Head of Corporate Governance), who will decide on what action to take.
- 1.9 Directors and other authorised persons will make sure that all spending within capital and revenue estimates meets relevant accounting standards. They will contact the Director of Finance and Resources if they need assistance to decide what is capital and what is revenue or regarding the relevant accounting standards.

- 1.10 The regulations will be interpreted and put into practice in a way which takes account of the obligations in the Council's Standing Orders Relating to Contracts.

2 Corporate Governance

- 2.1 Corporate governance is about the structures and processes for decision-making, accountability, controls and behaviour throughout the Council. The basic principles of corporate governance are as follows.

Openness Anyone with an interest in our affairs should have confidence in the decision-making and management processes and the individuals involved in them. This confidence is gained through openness in our affairs and by providing full, accurate and clear information which leads to effective and timely action and scrutiny.

Integrity There should be honesty, selflessness, objectivity and high standards of conduct in how we manage the Council's funds and affairs. Integrity depends on the effectiveness of the control framework and on the personal standards and professionalism of members and employees.

Accountability There needs to be a clear understanding by everyone involved in the Council's affairs of their roles and responsibilities. There should also be a process which provides appropriate independent examination of the decisions and actions of those involved in the Council's affairs, including how Council funds and performance are managed.

- 2.2 These Financial Regulations, supported by Financial Codes, practice notes and other guidance and are an essential part of the corporate governance of the Council.

3 Council and Board Responsibilities

- 3.1 The Council and its policy boards will continuously work to secure best value, in how the Council uses its resources.
- 3.2 The Finance, Resources and Customer Services Policy Board will be responsible for monitoring the Council's overall financial and budgetary arrangements. However, other policy boards have responsibilities relating to financial and budgetary management for service areas within the remits of those policy boards.
- 3.3 The Director of Finance and Resources (in consultation with the Chief Executive and other directors, as appropriate) will advise the Leadership

Board and all policy boards on the financial implications of the boards' activities.

3.4 Council

- 1 Council will consider and approve all capital plans and estimates. No capital expenditure can be authorised unless:
 - it has been provided for in approved capital estimates; or
 - it is within the officer's delegated authority
- 2 Council will consider and approve all revenue plans and estimates. No revenue expenditure can be authorised unless:
 - it has been provided for in approved revenue estimates; or
 - it is within the delegated authority of the officer to act in an emergency
- 3 Each year Council will consider and set the council Tax and council house rent levels.
- 4 Each year Council will consider and approve the prudential framework for capital finance for the forthcoming three-year period, and the treasury management strategy statement for the next financial year. The prudential framework for capital finance and the treasury management strategy statement require the Council to set prudential and treasury management indicators for the following three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. The treasury management strategy statement will incorporate each year an annual investment strategy which will include a list of "permitted investments" for approval by the Council.
- 5 Each year Council will consider and approve a mid-year progress report on the prudential framework for capital finance.
- 6 Each year Council will consider and approve, for the financial year just ended, a treasury management annual report.
- 7 The Director of Finance and Resources will provide each member of the Council with a copy of the Revenue Estimates together with statements of their effect on the council's finances, council tax and council house rent levels at least five working days before the meeting of the Council at which these matters will be considered.
- 8 Council will consider and approve the framework for transferring money from one budget to another. The framework will be as follows:
 - the transfer must not alter a Council policy without the prior approval of the relevant policy board (e.g. to reinstate an item deleted by the Council during budget considerations).

- the transfer must be in line with any approved policy for the delegated management of resources, including schools.
 - Each Director shall nominate appropriate individuals with authority to authorise allowable transfers.
 - Directors and their nominated individuals may transfer sums between the subjective budget headings within a service division to enable budget management throughout the financial year (temporary transfers).
 - Permanent transfers between subjective budget headings within a service division must be approved by the service Director in consultation with the Director of Finance and Resources.
 - Transfers between objective budget headings (service divisions within a department), up to a maximum of £100,000, can only be done by Service Directors, in consultation with the Director of Finance and Resources.
 - Transfers between divisions of the same service/department in excess of £100,000 must be authorised by the service Director, and the Director of Finance and Resources for submission to the relevant policy board for approval.
 - All transfers between services/departments must be authorised by the respective service Director, and the Director of Finance and Resources for submission to the relevant policy board for approval.
 - Transfers between budget lines up to a maximum of £100,000 in budgets allocated to approved Council projects, must be authorised by the Chair of the relevant Project Board following consultation with the members of that Board and the Director of Finance and Resources. All such transfers in excess of £100,000 shall require the prior approval of the relevant policy Board.
- 9 Council will consider and approve requests for extra (supplementary) estimates where the request has not already been considered by the relevant boards.
- 10 Council will consider and approve any alterations to the Financial Regulations.

3.5 Finance, Resources and Customer Services Policy Board

- 1 The board will monitor the overall financial performance of the Council's services and in relation to the approved capital and revenue budgets.

- 2 The board will have oversight and monitor the financial performance of all Council services.
- 3 The board will consider and approve a mid-year review of the treasury management strategy.
- 4 The board will consider reports from the Director of Finance and Resources on the Council's treasury management activities.
- 5 The board will consider and approve the arrangements for authorising all loan, leasing and investment documents if the Director of Finance and Resources (or delegated officers) are not authorised to do so.
- 6 The board will approve the management and investment policies (through the Investment Review Board) for common good funds (the funds which are held for the benefit of the local community) and will receive reports from the Investment Review Board on the performance of common good investments.
- 7 The board will approve expenditure from common good funds and will make sure that payments are made in line with Council policies and conditions.
- 8 The Director of Finance and Resources will report to the board with details of any significant changes in the Council's tax affairs.
- 9 The board will consider and approve the Council's insurance arrangements.
- 10 To approve and oversee the Council's procurement arrangements.
- 11 The board will approve and oversee matters relating to allowances for members, in line with national guidance.
- 12 The board will monitor how the Council manages its debts. It will also consider reports from the Director of Finance and Resources on the Council's performance with regards to collecting debt and will agree any amounts over £10,000 to be written off (cancelled).
- 13 The board will approve and oversee the Council's procurement arrangements.
- 14 The board will consider contract variances and explanations where the estimated net cumulative additional cost is more than £100,000 or 25% of the approved contract sum (whichever is greater).

3.6 Audit, Risk and Scrutiny Board

- 1 To act as the Council's Audit Committee.
- 2 The board will consider reports by our external auditors, including reports on the audited annual accounts and put recommendations forward to the Council.
- 3 The board will approve the internal audit charter and the annual internal audit plans prepared by the Chief Auditor. The board will also consider reports from the Chief Auditor on the internal audit activity, and will monitor the progress of the plan, including considering the Chief Auditor's annual report.
- 4 The board will consider the annual governance statement for inclusion in the annual accounts.
- 5 The board will approve the risk management policy and strategy, approve corporate, strategic and service risk registers and ensure the effectiveness of the risk management arrangements through consideration of the annual risk management report.

3.7 Relevant Board

- 1 The board will consider budget monitoring reports from the Director of Finance and Resources, in consultation with the relevant director. The reports will include explanations for any significant variances (differences) from budget targets and will approve any actions needed to bring the financial performance within approved limits.
- 2 The board will consider reports from the relevant director where the Council has committed itself to essential expenditure but:
 - there is no money set aside in the budget for it; and
 - there is no money elsewhere within the service to pay for it

It will also agree any actions needed to bring the financial performance within approved limits.
- 3 The board will consider requests for transferring revenue and capital budget resources more than £100,000.
- 4 The board will consider requests for extra (supplementary) estimates to the approved capital and revenue plans.
- 5 The board will make sure that all financial matters within the Standing Orders Relating to Contracts for the services within its area of responsibility are followed.

- 6 The board will consider reports from the relevant director for writing off stock adjustments of more than £5,000
- 7 The board will approve reports from the relevant director to amend charges for goods and services within its area of responsibility.
- 8 The board will approve grant applications being made by the Council within its area of responsibility.
- 9 The board will monitor the arrangements for paying grants, contributions or subscriptions for services within its area of responsibility and will make sure these are made in line with the Council's policies and conditions.
- 10 The board will monitor the arrangements for the provision of soft loans (that is, loans with preferential interest rates) or financial guarantees to related parties.

4 The Framework for Financial Administration

- 4.1 The Financial Regulations set out the responsibilities of members and senior officers within the context of our political management framework. The Financial Regulations may only be amended by Council.
- 4.2 The Director of Finance and Resources (as the 'proper officer' for handling our financial affairs) will monitor how the Financial Regulations work within the Council, and will provide directors with a written framework which governs our financial affairs. The framework will be made up of the following.

Financial Codes These codes will cover all relevant aspects of financial administration. The Director of Finance and Resources will have the delegated authority (in consultation with the Chief Executive and the Head of Corporate Governance) to alter the Financial Codes, except for any matters which are covered by the Financial Regulations where approval as set out in 4.1 will be needed.

Practice Notes These practice notes will provide employees with detailed guidance and advice on specific procedures that they must follow. Any practice notes issued will need the approval of the Director of Finance and Resources or other authorised person.

- 4.3 All Financial Codes and practice notes issued in terms of these Financial Regulations have the same status and authority as if they were part of these Financial Regulations.

5 Reviewing the Financial Regulations

- 5.1 Council may change or withdraw these Financial Regulations. If so, this will come into force from the first working day after the end of the Council meeting at which the change or withdrawal was approved, unless another future date is approved.

6 Legal Advice

- 6.1 The Head of Corporate Governance will provide legal advice regarding these Financial Regulations when needed.

7 More Information

- 7.1 If you need more information or help understanding these regulations, please contact the Director of Finance and Resources, Head of Finance or the Chief Auditor.



To: Council

On: 27 September 2018

Report by: Director of Finance & Resources

Heading: Scheme of Delegations

1. Summary

- 1.1 The purpose of this report is to seek approval for a change to the Council's Scheme of Delegated Functions ("the Scheme") to take into account the most recent part of the Community Empowerment (Scotland) Act 2015 that came into force relating to Common Good and separately to include a technical delegation relating to the roads function for the sign off of compliance with design standards for new roads.
-

2. Recommendations

- 2.1 That the Council notes that the provisions of the Community Empowerment (Scotland) Act 2015 relating to common good and also abandoned, neglected and detrimental land are now in force
- 2.2 That the Council authorises the Director of Finance and Resources to publish a list of common good property held by the Council for consultation in terms of the 2015 Act and agrees that the Register of Common Good property will be submitted to a future meeting of the Infrastructure Land and Environment Policy Board for approval.
- 2.3 That Section 5 (Powers Delegated to Officers) of the Council's Scheme of Delegated Functions be amended as follows:

- (a) To add a new paragraph to the delegations to the Director of Environment & Infrastructure as follows:

“The Director of Environment & Infrastructure, along with the Head of Operations, is authorised to carry out the following functions of the Council as Roads Technical Approval Authority in accordance with the Design Manual for Roads and Bridges Volume 1 Section 1 Design Standard BD2 Technical Approval of Highway Structures:-

In relation to accepting submissions for Approval in Principal, Design and Check Certificate, Certificate of Construction Compliance and Departure from Standard, after being agreed and signed by a suitably qualified chartered civil or chartered structural engineer employed by the Council, for a new structure associated with a road, works to an existing structure associated with a road or a third party development adjacent to a road with the potential to cause damage to an existing structure associated with a road.”

- (b) To add a new paragraph to the delegations to the Director of Finance and Resources as follows:

“To exercise the Council’s functions in relation to maintaining a register of common good property in terms of section 102 of the Community Empowerment (Scotland) Act 2015

3. Background

- 3.1 The Scottish Parliament has now brought into force the parts of the Community Empowerment (Scotland) Act 2015 relating to Common Good and the Community Right to Buy abandoned, neglected or detrimental land.
- 3.2 The provisions in the Act relating to Common Good introduce the following requirements:
- a) The Council must establish and maintain a register of property which is held by the authority as part of the common good (“a common good register”). The register will cover not only land and building held as part of the common good but also moveable property and funds.
 - b) Before the common good register is published, the council is required to publish a list of property it believes should be included on the register and also notify community councils and other community bodies of the list and give them the opportunity to make representations in respect of the list. The Council must have regard to any representations it receives before establishing the common good register.

- c) Where the council is considering disposing of or changing the use of any common good property, the council is obliged to publish details about the proposed disposal or change of use and notify the community councils in whose areas the property is located and any other community body with an interest in the property.
 - 3.3 The responsibility dealing with applications from community bodies for the community right to buy abandoned, neglected or detrimental land is with the Scottish Ministers and the Keeper of the Registers of Scotland rather than the Council. It is possible that an area of Council land may be the subject of an application under these provisions. Should such an application be made by a community body to the Scottish Ministers, the Council would have the opportunity to respond to the application and would be able to challenge any assertion that the area of land was abandoned, neglected or that its use was detrimental to the local community.
 - 3.4 In light of these new obligations, it is proposed that the Director of Finance and Resources is authorised to publish the initial list of common good property and to seek representations as required under the Act. The list will include all common good funds and moveable property as well as land held on the common good accounts. It is also proposed that following the statutory consultation process the register of common good property will be submitted to the Infrastructure, Land and Environment Policy Board for approval and that the Director of Finance and Resources be responsible for maintaining the register.
 - 3.5 The Council's Scheme of Delegated functions need to be updated to provide delegations to officers to deal with approvals for new structures associated with roads. These are detailed in section 2 above.
-

Implications of the Report

- 1. **Financial** – none
- 2. **HR & Organisational Development** - none
- 3. **Community/Council Planning** – none
- 4. **Legal** – the report relates to the implementation of elements of the Community Empowerment (Scotland) Act 2015 and changes to the Council's Scheme of delegated Functions
- 5. **Property/Assets** – The report refers to the council implementing a statutory requirement to establish and maintain a register of common good property.
- 6. **Information Technology** – none
- 7. **Equality & Human Rights**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights

have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

- 8. **Health & Safety** – none
 - 9. **Procurement** – none
 - 10. **Risk** – none
 - 11. **Privacy Impact** – none
 - 12. **CoSLA Policy Position** – not applicable
-

List of Background Papers – none

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To: Council

On: 27 September 2018

Report by: Director of Finance & Resources

Heading: Timetable of Meetings

1. Summary

- 1.1 The Council at its meeting held on 28 September 2017 agreed its timetable of meetings until June 2019. This report sets out a proposed timetable from August 2019 until June 2020, on the basis of current governance arrangements.
- 1.2 As usual, the following recess periods have been incorporated:
- Summer – 7 weeks to accommodate the Paisley Fair
October – 2 weeks
Christmas/New Year – 2 weeks
Spring – 2 weeks
- 1.3 As previously, meetings of the Appeals Board and Local Review Body have been timetabled. However, it may be that these meetings are not required and will be cancelled in consultation with the respective convener.
- 1.4 There is an additional meeting of the Audit, Risk and Scrutiny Board on 23 September 2019 to allow the Board to consider the Council's Audited Annual Accounts.
-

2. Recommendations

- 2.1 That the Council determines the timetable of meetings of the Council and its Boards to June 2020, including the dates during which there are to be recesses, as detailed in the appendix to this report;
 - 2.2 That it be noted that meetings of the Appeals Board and Local Review Body, although timetabled, will be cancelled in consultation with the respective convener, if there is no substantive business.
-

Implications of the Report

- 1. **Financial** – none
 - 2. **HR & Organisational Development** - none
 - 3. **Community/Council Planning** – none
 - 4. **Legal** - none
 - 5. **Property/Assets** - none.
 - 6. **Information Technology** – none
 - 7. **Equality & Human Rights**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 - 8. **Health & Safety** – none
 - 9. **Procurement** – none
 - 10. **Risk** – none
 - 11. **Privacy Impact** – none
 - 12. **CoSLA Policy Position** – not applicable
-

List of Background Papers – none

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August 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 recess	2 recess	3
4	5 public holiday	6 recess	7 recess	8 recess	9 recess	10
11	12 recess	13 recess	14 recess	15 recess	16 recess	17
18 - 1/1	19	20 – 1pm: Communities, Housing & Planning 3pm: - Police and Fire & Rescue Scrutiny	21 - 10am: Regulatory Functions	22 – 1pm: Education & Children’s Services	23	24
25 - 2/1	26 – 10am: Audit, Risk & Scrutiny	27	28 - 1pm: Infrastructure, Land & Environment	29 – 9.30am: Appeals	30	31
September 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 - 3/1	2 – 2pm: Petitions	3 – 2pm: JNC	4 – 2pm: Finance, Resources & Customer Services	5 - 10am: Regulatory Functions	6	7
8 - 4/1	9	10 – 2pm: Local Review Body	11	12	13	14
15 - 5/1	16	17	18 – 1pm: Leadership	19	20	21
22 - 6/1	23 – 10am: Audit, Risk & Scrutiny	24	25	26 - 9.30 am: Council	27 Public Holiday	28
29	30 Public Holiday					
October 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7 recess	8 recess	9 recess	10 recess	11 recess	12
13	14 recess	15 recess	16 recess	17 recess	18 recess	19
20	21	22	23	24	25	26
27 - 1/2	28	29- 1pm: Communities, Housing & Planning 3pm: - Police and Fire & Rescue Scrutiny	30 - 10am: Regulatory Functions	31 - 1pm: Education & Children’s Services		
November 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3 - 2/2	4 - 10am: Audit, Risk & Scrutiny	5	6 - 1pm: Infrastructure, Land & Environment	7 - 9.30am Appeals	8	9
10 - 3/2	11 - 2pm: Petitions	12 - 2pm: JNC	13 - 2pm: Finance, Resources & Customer Services	14 – 10am: Regulatory Functions	15	16
17 - 4/2	18	19 - 2pm: Local Review Body	20 - 11am: Investment Review Board	21	22	23
24	25	26	27	28	29	30

December 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 - 5/2	2	3	4 - 1pm: Leadership	5	6	7
8 - 6/2	9	10	11	12 - 9.30am: Council	13	14
15	16	17	18	19	20	21
22	23 recess	24 recess	25 public holiday	26 public holiday	27	28
29	30 recess	31 recess				
January 2020						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 public holiday	2 public holiday	3 public holiday	4
5	6	7	8	9	10	11
12 - 1/3	13	14 - 1pm: Communities, Housing & Planning 3pm: - Police and Fire & Rescue Scrutiny	15 - 10am: Regulatory Functions	16 - 1pm: Education & Children's Services	17	18
19 - 2/3	20 - 10am: Audit, Risk & Scrutiny	21	22 - 1pm: Infrastructure, Land & Environment	23 - 9.30am Appeals	24	25
26 - 3/3	27 - 2pm: Petitions	28 - 2pm: JNC	29 - 2pm: Finance, Resources & Customer Services	30 - 10am Regulatory Functions	31	
February 2020						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2 - 4/3	3	4 - 2pm: Local Review Body	5	6	7	8
9 - 5/3	10	11	12	13	14	15
16 - 6/3	17	18	19 - 1pm: Leadership	20	21	22
23 - 7/3	24	25	26	27 - 9.30am: Council	28	29
March 2020						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8 - 1/4	9	10 - 1pm: Communities, Housing & Planning 3pm: - Police and Fire & Rescue Scrutiny	11- 10am: Regulatory Functions	12- 1pm: Education & Children's Services	13	14
15 - 2/4	16 - 10am: Audit, Risk & Scrutiny	17	18- 1pm: Infrastructure, Land & Environment	19- 9.30am Appeals	20	21
22 - 3/4	23 - 2pm: Petitions	24- 2pm: JNC	25- 2pm: Finance, Resources & Customer Services	26 - 10am Regulatory Functions	27	28
29 - 4/4	30	31- 2pm: Local Review Body				

April 2020						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6 recess	7 recess	8 recess	9 recess	10 public holiday	11
12	13 public holiday	14 recess	15 recess	16 recess	17 recess	18
19 - 5/4	20	21	22	23	24	25
26 - 6/4	27	28	29 - 1pm: Leadership	30		
May 2020						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3 - 7/4	4 Public holiday	5	6	7 - 9.30am: Council	8	9
10	11	12	13	14	15	16
17 - 1/5	18	19 - 1pm: Communities, Housing & Planning 3pm: - Police and Fire & Rescue Scrutiny	20 - 10am: Regulatory Functions	21 - 1pm: Education & Children's Services	22	23
24 - 2/5	25 Public Holiday	26 - 10am: Audit, Risk & Scrutiny	27 - 1pm: Infrastructure, Land & Environment	28 - 9.30am: Appeals	29	30
31 - 3/5						
June 2020						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 - 2pm: Petitions	2 - 2pm: JNC	3 - 2pm: Finance, Resources & Customer Services	4 - 10am: Regulatory Functions	5	6
7 - 4/5	8	9 - 2pm: Local Review Body	10 - 11am: Investment Review Board	11	12	13
14 - 5/5	15	16	17 - 1pm: Leadership	18	19	20
21 - 6/5	22	23	24	25 - 9.30am: Council	26	27
28	29 recess	30 recess				
	July recess	July recess	July recess	July recess		



To: Council

On: 27 September 2018

Report by: Director of Finance & Resources

Heading: Revised Councillors' Code of Conduct

1. Summary

- 1.1 The Scottish Government has published an amended version of the Councillors' Code of Conduct, as agreed by the Scottish Parliament. One of the reasons for amending the Code was to introduce a provision that bullying and harassment would be a breach of the Code.
- 1.2 Members have been provided with a copy of the Code and it may also be found at <http://www.gov.scot/ISBN/9781787810778>.
- 1.3 The Standards Commission has also produced an Advice Note for members on bullying and harassment.

2. Recommendations

- 2.1 That the revised Councillors' Code of Conduct be noted.
-

3. Background

- 3.1 The Ethical Standards in Public Life etc (Scotland) Act 2000 requires the issue of a Code of Conduct for Councillors. The Code was introduced originally in 2003 and was subsequently reviewed in 2010.

Following a recent review, a revised Code of Conduct for Councillors was approved by the Scottish Parliament in July 2018 and is now in force. The revised Code was circulated to all elected members in July. The Standards Commission also revised their Guidance in relation to the Code of Conduct and this was published at the same time as the publication of the revised Code.

- 3.2 The substantive changes to the Code are an addition to Section 3 of the Code to make it clear that bullying or harassment is completely unacceptable and will be considered to be a breach of the Code and changes to the rules on declarations of interest by councillors who are also members of Regional Transport Partnerships. The Standards Commission has published an Advice Note for members on bullying and harassment.
- 3.3 There are also a number of minor changes to the Code which are intended to clarify various existing provisions. The changes include the following:
- There is now an explicit reference to social media in paragraph 3.1 which concerns the requirement for councillors to observe the rules of good conduct at all times when they are acting as a councillor.
 - In paragraphs 3.2 and 3.3, the requirement to respect other councillors and members of public is now distinct from the requirement to respect officers. Both requirements are also now distinct from the paragraph on conduct at meetings.
 - There is a new paragraph 3.6 which states that bullying and harassment are unacceptable and will be considered to be a breach of the Code.
 - The paragraph on confidentiality, now 3.17, has been amended to make it clear it covers information of a private nature which is not yet public or which perhaps would not be intended to be public (i.e. not just information deemed to be confidential by statute).
 - The former paragraph 3.18 (now 3.20) which previously only covered potential conflicts of interest as a Council nominee to the Board of a company has been extended in that its provisions apply if the councillor assumes other responsibilities, such as becoming a director of a charitable trust.
 - Paragraph 4.2 has been amended to reflect the requirements of the 2003 statutory instrument that interests must be registered within a month of acceptance of office (or a month of a circumstance changing).

- The former paragraph 4.17 (now 4.18) concerning the registration of election expenses now introduces a qualifying period of 12 months prior to and including the current terms of office for councillors.
- Paragraph 4.4 (now 4.5) has been clarified and now refers to councillors not having a registrable interest simply because they are a member of a *statutory* joint board or joint committee that is composed exclusively of councillors.
- The specific exclusion at paragraph 5.18 is extended to councillors appointed by their Council to a Regional Transport Partnership (RTP). The exclusion enables such a councillor to take part in the consideration and discussion of, and to vote upon, a matter relating to that RTP or in relation to which the RTP has made a representation; provided that the councillor has declared his or her interest at all meetings where such matters are to be discussed. The exclusion includes quasi-judicial and regulatory matters except any quasi-judicial or regulatory matter on which the RTP has made an application to the Council, has formally objected to an application made by another party, or is the subject of an order made or proposed to be made by the Council.

3.4 The Head of Corporate Governance will provide a briefing to members on changes to the Code and the terms of the Advice Note on 7 November 2018. The Standards Commission are also organising roadshows that are available for elected members to attend at Perth on 14 November 2018 and 18 February 2019 in Motherwell.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – none
4. **Legal** – none
5. **Property/Assets** - none.
6. **Information Technology** – none
7. **Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

- 8. **Health & Safety** – none
- 9. **Procurement** – none
- 10. **Risk** – none
- 11. **Privacy Impact** – none
- 12. **CoSLA Policy Position** – not applicable

List of Background Papers – none

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To: Council

On: 27th September 2018

Report by: Director of Finance and Resources

Heading: Argyll and Sutherland Highlanders: Thin Red Line Appeal

1. Summary

- 1.1 The Argyll and Sutherland Highlanders have launched the Thin Red Line Appeal which seeks to fund a redevelopment of the Regimental Museum located at Stirling Castle.
 - 1.2 The Museum Trust have written to Renfrewshire Council requesting that the Council contribute to the appeal fund.
-

2. Recommendations

- 2.1 That the Council agrees to make a donation of £1,000 to the Thin Red Line Appeal fund in recognition of the Argyll and Sutherland Highlanders close links to the Renfrewshire Area.
-

3. Background

- 3.1 The Argyll and Sutherland Highlanders Regimental Museum is located at Stirling Castle. The Museum Trust are embarking on a major redevelopment of the Museum. It is intended that the revised Museum

will set out the story of the Regiment (now a Battalion within the Royal Regiment of Scotland) against the social history of Scotland, covering such aspects as the Highland Clearances, shipbuilding and the industrialisation of the Central Belt of Scotland. The Museum will provide a focal point for activities of veterans and serving soldiers.

- 3.2 The project has recently been granted funding by the National Lottery. The Museum Trust have launched the Thin Red Line Appeal seeking to raise an additional £200,000 towards the total cost of the redevelopment. The Regiment have written to Renfrewshire Council asking that we make a contribution to the project.
- 3.3 The Argyll and Sutherland Highlanders have historic links with Renfrewshire. Many Renfrewshire citizens have served in the Regiment/Battalion with distinction. In 2011 the Council recognised those links and admitted the Battalion as honorary Freemen of Renfrewshire.
- 3.4 It is proposed that the Council makes a donation of £1,000 to the Appeal in recognition of Renfrewshire's links to the Argyll and Sutherland Highlanders.

Implications of the Report

1. **Financial** – As set out in the Report and to be met from existing funds
2. **HR & Organisational Development** - None.
3. **Community/Council Planning** – None
4. **Legal** – None
5. **Property/Assets** – None.
6. **Information Technology** – None
7. **Equality & Human Rights** - None
8. **Health & Safety** – None
9. **Risk** – N/A

List of Background Papers - None

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To: Council

On: 27 September 2018

Report by: The Chief Executive and the Head of Regeneration

Heading: Contract Award: Paisley Museum Re-imagined - Exhibition Design Team (RC-CPU-18-002)

1. **Summary**

- 1.1 The purpose of this report is to seek the approval of the Council to award a Contract for the Paisley Museum Re-imagined - Exhibition Design Team (RC-CPU-18-002) to OPERA Amsterdam BV.
 - 1.2 The recommendation to award the Contract follows a procurement process which was conducted in accordance with the Competitive Dialogue procedure of the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts for an above EU threshold Services Contract.
 - 1.3 A Contract Strategy was approved by the Head of Regeneration and the Strategic and Commercial Category Manager on 17 May 2018.
-

2. **Recommendations**

- 2.1 It is recommended that Council:

- (a) authorise the Head of Corporate Governance to award a Contract for the Paisley Museum Re-imagined - Exhibition Design Team (RC-CPU-18-002) to OPERA Amsterdam BV.
- (b) authorise the award of the Contract in the Sum of £998,900.00 excluding VAT;
- (c) note that the total contract period is anticipated to be 255 weeks with the starting date scheduled to be on 19 November 2018 with the estimated completion date of 13 October 2023. Timescales and dates will be confirmed in the Contract with OPERA Amsterdam BV, and
- (d) note that the commencement of this Contract is subject to receipt of evidence to demonstrate that the Councils minimum levels of insurance provision are obtained as indicated within invitation to participate and final tender documentation and collateral warranties shall be provided throughout the duration of the Contract.

3. **Background**

3.1 The Paisley Museum is a Category A listed building and currently houses the Paisley Central Library in addition to the main museum space.

Renfrewshire Council is taking forward a £100m investment to transform Paisley's town centre venues and cultural infrastructure over the next five years. As owners of the museum and library properties and as part of the wider cultural infrastructure programme, the Council has an ongoing project that will refurbish and extend Paisley Museum.

As part of the Project, an exhibition design team requires to be appointed to enable the redisplay of the museum collection after the refurbishment to make it more accessible physically, socially and intellectually, with a clear visitor-focus to enhance the strengths of the unique collections.

3.2 A previous procurement process to appoint an exhibition design team was undertaken via an above EU threshold restricted procedure in December 2017 however was discontinued in March 2018. The decision to discontinue the procedure was taken by the Council as they there were no offers which fully met the Council's requirements in terms of scope, quality and affordability.

The strategy to reassess the procurement approach to procuring an exhibition design team was reassessed and refocussed to tender as an above EU threshold Competitive Dialogue procedure in accordance with the Competitive Dialogue Procedure under the Public Contracts (Scotland) Regulations 2015 and following the Council's Standing Orders Relating to Contracts for an above EU threshold Services Contract.

The decision to adopt the competitive dialogue procurement procedure was taken as it would allow the Council and all potential Tenderers an opportunity discuss requirements prior to the issue of final tender submissions and increase the likelihood of the Council receiving a final tender submission that met the Council expectation in terms of scope, quality and affordability.

3.3 A contract notice for this Contract was dispatched via the Public Contracts Scotland advertising portal on 18 May 2018 with the notice published by the Official Journal of the European Union (OJEU) on 19 May 2018. The Invitation to Participate documentation was available for downloading from the Public Contract Scotland – Tender platform from the date of publication in OJEU (19 May 2018).

3.4 During the Request to Participate (RTP) stage (Stage 1), fifty-eight (58) organisations expressed an interest in the Contract. By the closing date set for submissions, 12 noon on 18 June 2018, twelve (12) Candidates had submitted an RTP Submission.

3.5 RTP submissions received were evaluated against a pre-determined set of criteria in the form of the European Single Procurement

Document (ESPD) by representatives from the Council's Corporate Procurement Unit. All twelve (12), RTP submissions satisfied the Council's minimum requirements within the ESPD selection criteria.

3.6 As part of the selection process and to reduce the number of otherwise qualified Candidates under this Competitive Dialogue process to three (3) in accordance with the Public Contracts (Scotland) Regulations 2015 Regulation 66, Candidates had to respond to three (3) questions about their previous experience in the context of their application in response to the exhibition design elements team brief for the Paisley Museum Re-imagined project.

3.7 The responses to three (3) questions posed within the ITP from each of the twelve (12) RTP submissions were evaluated by a panel formed of employees from Renfrewshire Leisure Ltd (the "Project Team"). The three (3) Candidates with the highest selection score were selected to take part in dialogue. The selection score for each Candidate within the RTP Stage is noted below:

		Selection (100%)
1	Atelier Bruckner GmbH	83.00%
2	OPERA Amsterdam BV	64.00%
3	Kvorning Design & Communication ApS	57.00%
4	Event Communications Limited	54.00%
5	Ralph Appelbaum Associates Inc.	54.00%
6	ZMMA Limited	41.00%
7	Nissen Richards Studio Limited	36.00%
8	Real Studios Limited	33.00%
9	Mather & Co Limited	30.00%
10	PHASE3 Architecture & Design Limited	24.00%
11	PiM.studio Architects	20.00%

12	Stand Limited	16.00%
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- 3.8 An Invitation to Take Part in Dialogue (ITPD) was issued on 25 June 2018 via the Public Contracts Scotland – Tender platform for downloading by the three (3) Candidates selected to participate in the dialogue with the first round (of the two anticipated sessions) dialogue sessions held individually with each of the three (3) Candidates (then known as “Participants”) between 27 - 29 June 2018.
- Within the first dialogue session, each Participant undertook a guided tour of Paisley Museum and the Paisley Museum Store as well as holding lengthy and comprehensive discussions regarding the Project brief, an overview of the Paisley Museum Re-imagined project, available budget, Council governance and legalities, resourcing and an opportunity for the Participant to detail their intended approach.
- 3.9 Following the first round of dialogue sessions, Participants were issued within an Invitation to Submit Outline Solutions (ISOS), The ISOS documentation was made available for downloading by each of the three (3) Participants via the Public Contracts Scotland – Tender platform on 03 July 2018. By the closing date of 4pm on 16 July 2018, all three (3) Participants submitted their respective outline solution to deliver the requirements of the Contract.
- 3.10 Following review of the three (3) outline solutions received from Participants by the Project Team, the second round of dialogue sessions were held respectively on the 23, 26 and 27 July 2018. As part of the second dialogue session Participants were requested to provide a presentation of their submitted outline solution which allowed the Project Team to clarify any elements identified and which enabled the Project team to give the individual Participant constructive feedback on their proposal. Additionally, with each Participant the Project Team had discussions regarding the scope of requirements / published brief, an overview of questions identified to be included in the final tender documentation and a workshop to discuss the creative element of the final tender process.
- 3.11 Following the second round of dialogue meetings, Participants were each issued within an Invitation to Submit Detailed Solutions (ISDS), The ISDS documentation was made available for downloading by the three (3) Participants via the Public Contracts Scotland – Tender platform on 03 August 2018. By the closing date of 3pm on 14 August 2018, all three (3) Participants had each submitted their respective detailed solution to deliver the requirements of the Contract.

- 3.12 Once each of the three (3) participants detailed solutions had been received and reviewed by the Project Team, the Project Team provided each Participant with final feedback on their submitted solution via a separate online Skype meeting held on the 24th and 27th August 2018 respectively. Participants were then notified that the dialogue stage of the procurement process had formally closed on 29 August 2018.
- 3.13 An Invitation to Submit Final Tenders was issued on 29 August 2018 via the Public Contracts Scotland – Tender platform for downloading by the three (3) Participants. By the closing date of 12 noon on 13 September 2018, three (3) Participants (then known as “Tenderers”) had each submitted a Final Tender.
- 3.14 The three (3) Final Tenders received were evaluated against the published award criteria based on an overall weighting of 80% Quality and 20% Price.

A high percentage weighting was placed upon the Quality element within the Award Criteria to ensure that the Project Team’s aspirations to deliver a world class visitor experience would be met by the successful design team with proven capability in delivering similar services in major cultural / museum projects.

- 3.10 The scores relative to the Award Criteria for each Tenderer is noted below:

		Quality (80%)	Price (20%)	Total (100%)
1	OPERA Amsterdam BV	50.47%	18.24%	68.71%
2	Kvorning Design & Communication ApS	33.29%	19.47%	52.75%
3	Atelier Bruckner GmbH	38.15%	9.09%	47.24%

- 3.11 The evaluation of Final Tenders received identified that the Final Tender submitted by OPERA Amsterdam BV. was the most economically advantageous final tender submission.
- 3.12 A capital budget of £1,000,000 was made available by the Council for these services. Based on the Contract Sum stated at 2.1 (b) above, this represents a non-cashable saving of circa £1,200 against the allocated budget.

- 3.13 Community Benefits were requested as part of the procurement process and OPERA Amsterdam BV advised within their Tender Submission that the following Community Benefits would be made available to the Council for this Contract:

Community Benefit Description	No of People / Activity
Further Education Visits	2
School Visits	2
Non-Financial Support for a Community Project	6

Implications of the Report

1. **Financial** – The financial status of OPERA Amsterdam BV was assessed by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning**
 - Our Renfrewshire is fair – Tenderers were assessed within this stage 2 of the procurement process regarding their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities etc.
 - Reshaping our place, our economy and our future – As the signature project of Paisley's heritage led regeneration strategy, the strategic aims and outcomes of the Paisley Museum Reimagined Project are to deliver a visitor experience of international quality which promotes cultural tourism, restores

civic pride and re-establishes Paisley's profile as a creative, innovative and radical place with the Museum at its heart.

- Creating a sustainable Renfrewshire for all to enjoy – OPERA Amsterdam BV has committed to deliver numerous Community Benefits as detailed within section 3.13 of this report.

4. **Legal** – The procurement of this Services Contract was conducted in accordance with the Competitive Dialogue Procedure of the Public Contracts (Scotland) Regulations 2015 and Council's Standing Orders relating to Contracts for above EU Threshold Services Contracts.

OPERA Amsterdam BV are a non-UK based company registered in Netherlands. With the UK set to leave the European Union in March 2019 and UK governments stance on fair trade, work visas, currency position etc. still unknown, there may be additional issues in delivering requirements of this Contract following "Brexit". The Council identified potential risks following the outcome of the ITP stage of the procurement process and will work with OPERA Amsterdam BV to mitigate any issues, risks etc. that may arise to ensure as smooth a delivery of service as possible.

5. **Property/Assets** –The contract award will be fundamental to the full renovation and restoration of the existing Grade-A Paisley Museum and Library building, the Coats Observatory, Transit House, the Grade C-listed Observatory House, Philosophical Society Buildings together with the provision of a new-build extension and landscaped garden.

The resulting works throughout the project will revitalise the Museum and associated buildings by repairing the building external and internal fabric, stitching together the campus and presenting the whole experience as a more considered, coherent and welcoming attraction.

6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – OPERA Amsterdam BV health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** –The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – OPERA Amsterdam BV have committed to obtain the Councils minimum levels of insurance coverage. On receipt of insurance certification from OPERA Amsterdam BV, it will be assessed prior to commencement of the Contract to confirm that they have met the minimum requirements regarding insurable risk.
11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated

List of Background Papers

- (a) *Report to Economy and Jobs Policy Board, 11 November 2015, Regeneration of Paisley Town Centre - Paisley Museum.*
 - (b) *Report to Leadership Board, 8 June 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project.*
 - (c) *The Paisley Museum: Vision and Masterplan, and Outline Business Case prepared by Metaphor and BOP Consulting.*
 - (d) *Report to Leadership Board, 30 November 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
 - (e) *Report Leadership Board, 20 June 2017, The Regeneration of Paisley Town Centre – Paisley Museum Project*
 - (f) *Report to Council, 28 September 2017, Paisley Museum Project*
-

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