

MINUTE
of
EAST RENFREWSHIRE COUNCIL

Minute of virtual meeting held at 7.00pm on 8 September 2021.

Present:

Provost Jim Fletcher	Councillor Alan Lafferty
Councillor Paul Aitken	Councillor David Macdonald
Councillor Caroline Bamforth	Councillor Jim McLean
Councillor Tony Buchanan (Leader)	Councillor Colm Merrick
Councillor Danny Devlin	Councillor Stewart Miller
Councillor Charlie Gilbert	Councillor Paul O’Kane
Councillor Barbara Grant	Councillor Jim Swift
Councillor Annette Ireland	Councillor Gordon Wallace

Provost Fletcher in the Chair

Attending:

Lorraine McMillan, Chief Executive; Caroline Innes, Deputy Chief Executive; Mark Ratter, Director of Education; Andy Cahill, Director of Environment; Julie Murray, Chief Officer – Health and Social Care Partnership; Margaret McCrossan, Head of Accountancy (Chief Financial Officer); Sharon Dick, Head of HR and Corporate Services; Jamie Reid, Strategic Insight and Communities Senior Manager; Graeme Smith, Communications Manager; Eamonn Daly, Democratic Services Manager; Linda Hutchison, Senior Committee Services Officer; and Liona Allison, Assistant Committee Services Officer.

Apologies:

Deputy Provost Betty Cunningham and Councillor Angela Convery.

IAIN DRYSDALE

1737. Provost Fletcher referred to the recent sad death of Mr Iain Drysdale, a former Councillor of Strathclyde Regional Council until local government reorganisation and an East Renfrewshire Councillor from 1995 until 2007. He commented on his prominence in the Conservative Party for many years since the 1980s and his roles as Leader of the Conservative Group within the Council and as Chair of the Audit Committee. Provost Fletcher expressed gratitude for the valuable assistance Mr Drysdale had provided regarding the establishment of the Council as a well-run local authority, and referred to the emphasis he had placed on prioritising the welfare of the Council over party politics.

Thereafter the Council observed a minute’s silence in honour of Mr Drysdale.

DECLARATIONS OF INTEREST

1738. There were no declarations of interest intimated.

MINUTE OF PREVIOUS MEETING

1739. The Council considered and approved the Minute of the meeting held on 30 June 2021.

MINUTES OF MEETINGS OF COMMITTEES

1740. The Council, having heard Councillor Ireland thank Councillor Miller for chairing at short notice the meetings of the Planning Applications Committee and Local Review Body held on 1 September, considered and approved the Minutes of the meetings of the undernoted:-

- (a) Appointments Committee – 20 May 2021;
- (b) Planning Applications Committee – 4 August 2021;
- (c) Audit & Scrutiny Committee – 12 August 2021;
- (d) Education Committee – 19 August 2021;
- (e) Appeals Committee – 25 August 2021;
- (f) Cabinet – 26 August 2021;
- (g) Planning Applications Committee – 1 September 2021;
- (h) Local Review Body – 1 September 2021; and
- (i) Licensing Committee – 7 September 2021.

ANNUAL TREASURY MANAGEMENT REPORT 2020/21

1741. Under reference to the Minute of the meeting of the Audit & Scrutiny Committee of 12 August 2021 (Page1595, Item 1711 refers), the Council considered a report by the Head of Accountancy (Chief Financial Officer) providing details of the Council's treasury management activities for the year ending 31 March 2021, and seeking approval of the organisations specified in the report for the investment of surplus funds.

The report explained that, in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management, the Audit & Scrutiny Committee was responsible for ensuring effective scrutiny of treasury management activities. The submission of the report to the Audit & Scrutiny Committee had been in accordance with that requirement.

Councillor Miller, Chair of the Audit & Scrutiny Committee, clarified that the report reflected how COVID-19 had impacted the Council's borrowing plans for the year and provided performance information against various indicators monitored as part of the Council's approved Treasury Management Strategy. Having referred to the impact of the pandemic on building work that had been being delayed during the year, he clarified that there had not therefore been a need to borrow £28m in 2020/21 to support the Capital Programme as planned. He added that, as projects had now restarted, the borrowing had been delayed rather than a saving having been made.

The Council agreed to:-

- (a) note the Treasury Management Annual Report for 2020/21; and

- (b) approve those organisations specified in the report for the investment of surplus funds.

GENERAL FUND CAPITAL PROGRAMME 2021/22

1742. Under reference to the Minute of the meeting of the Cabinet of 26 August 2021 (Page 1610, Item 1727 refers), when it had been agreed to recommend to the Council that the proposed adjustments to the General Fund Capital Programme 2021/22 be approved, the Council considered a report by the Head of Accountancy (Chief Financial Officer), recommending adjustments to the 2021/22 General Fund Capital Programme in light of issues that had arisen since the programme had been approved.

The Council:-

- (a) approved the movements within the General Fund Capital Programme 2021/22; and
- (b) noted that the shortfall of £443,000 would be managed and reported on a regular basis.

STATEMENTS BY CONVENERS/REPRESENTATIVES ON JOINT BOARDS/ COMMITTEES

1743. The following statement was made:-

- (a) **Councillor Merrick – Convener of Community Services & Community Safety**

Councillor Merrick commented on the ongoing recovery of the East Renfrewshire Culture and Leisure Trust (ERCLT), confirming that the lifting of various restrictions on 9 August had increased capacity in gyms and fitness classes, with enhanced cleaning and the need to book sessions remaining in place. It was reported that at present, gym membership levels were approximately 50% of pre-COVID-19 levels.

He explained that mass vaccination was continuing to be supported at Eastwood Park and the Barrhead Foundry, but referred to plans for the Barrhead vaccination centre to move to Barrhead Health Centre from October with the return of the Foundry sports hall to normal operations. Councillor Merrick confirmed that the vaccination centre would continue at Carmichael Hall into 2022, with some fitness classes being delivered from St. Ninians' High School.

Councillor Merrick reported that the summer holiday programme had been delivered successfully despite various challenges presented by COVID-19, which was attributable in part to partnership working between Social Work and Education and the Trust. It was confirmed that planning was underway for October week camps, that bookings were in place for all community halls, and that plans were underway for the re-commencement of out-of-hours bookings in schools over the coming weeks.

Thereafter Councillor Merrick referred to the success and environmental focus of the 2021 summer reading challenge for children which 850 children had started despite restrictions on capacity and activities permitted in the libraries during the school holidays. He confirmed that nearly 600 children had

completed the challenge and would be attending special presentation sessions in libraries throughout September to receive their medal and certificate, congratulating the children, their parents and carers and library staff involved.

Concluding his remarks, Councillor Merrick confirmed that the seven libraries that were currently open were continuing to increase their opening hours. Although a handover date from the contractors was awaited for Busby Library, the Trust's target for both Busby and Netherlee libraries to reopen was mid-September. He expressed disappointment at recent misleading reports and campaigns on social media suggesting library closures, emphasising that there were no plans to close any local libraries. He added that a recent survey of customers received hundreds of responses to questions such as on activities to encourage customers back to the libraries; popular visiting times; planned activities and events; and general satisfaction, the responses having been overwhelmingly positive. Having cited examples of feedback received, he confirmed that the results would continue to inform the Library Service's recovery plans. He also referred to the recent announcement confirming that ERCLT would no longer fine readers for the late return of library books and to related work underway to cancel existing fines. He encouraged residents to return to or visit libraries for the first time to enjoy the resources offered.

The Council noted the statement.

APPOINTMENT OF ELECTED MEMBERS TO VARIOUS POSTS

1744. Under reference to the Minute of the meeting of 30 June (Page 1573, Item 1694 refers), when the Council had approved the appointment of Elected Members to various posts following resignations by Councillors O'Kane and Lafferty, the Council considered a report by the Deputy Chief Executive, seeking the appointment of Elected Members to various other posts on which clarification had been sought and received.

The Council agreed:-

- (a) that Councillor Miller be appointed to serve on the Clyde and Loch Lomond Local Plan Joint Committee;
- (b) that Councillor Convery be appointed as a substitute for Councillor Merrick on the East Renfrewshire Renewable Energy Fund; and
- (c) to note the appointment of Councillor McLean to the Joint Consultative Committee (1st Tier).

PROVOST'S ENGAGEMENTS

1745. The Council considered and noted a report by the Deputy Chief Executive providing details of civic engagements attended and civic duties performed by Provost Fletcher since the last meeting.

ADDITIONAL CONTRIBUTIONS TO SCHOOL BUDGETS

1746. The Council considered a report by the Head of Accountancy (Chief Financial Officer) proposing an additional contribution from general reserves to schools to assist them address budget savings pressures.

The report explained that the Devolved School Management (DSM) carry forward scheme, approved by the Council in January 2018, allowed individual schools to retain a capped level of underspends in an earmarked reserve, it being clarified that if contributions to these reserves in any one year exceeded 2% of a school's budget or were not spent within 3 years, the excess funding was returned to the Council's non-earmarked General Fund reserve. In setting its budget for 2021/22, the Council had noted that DSM underspends at 31 March 2021 were expected to be higher than usual due to the impact of COVID-19 on spending plans; that this might result in an abnormally high transfer of excess funds to the non-earmarked General Fund reserve under the DSM scheme; and agreed to consider an additional allocation to school budgets during 2021/22 should this be the case.

It was clarified that in closing the accounts for 2020/21, the Council had been able to increase its non-earmarked General Fund reserve by £1.964m within which excess DSM resources transferred to it had been £285k higher than in 2019/20. Having referred to budget savings allocated to Education for 2021/22, £881k of which were to be met from DSM budgets, the report explained that the Council had recognised that some of the remaining Education savings measures proposed would be one-off actions which would increase pressure on devolved budgets next year. In recognition that schools were facing an exceptionally challenging year it was proposed, on a one-off basis, that the higher than usual excess amount taken back from DSM budgets at 31 March 2021 be returned to Education to reduce the savings burden on schools in the current academic year. This would be allocated across all schools in proportion to their share of the £881k DSM savings target. Any reallocated resources which were unused by 31 March 2022 but intended to address savings required in 2022/23 would be excluded from any calculation of the DSM cap at the end of the current financial year.

Having referred to 2019 Scottish Government guidance which required councils to review and update their DSM schemes with effect from 1 April 2022 and every three years thereafter, the report clarified that Education staff were commencing that review.

Councillor Buchanan commented that the transfer of unspent sums of up to 2% of the unspent budget each year to the reserve helped schools manage future savings and their priority projects; explained that at the end of 2020/21 there had been an overall net increase in schools' DSM reserves of £459k equating to 0.5% of the DSM budget; and clarified that at an individual school level there had been a range of underspends. He confirmed that the underspend above the 2% cap was usually under £100k, but that at the end of 2020/21 £285k more than in the previous year had been removed from schools' balances and transferred to the unallocated General Reserve. Taking account of this, the additional savings target of £881k from DSM budgets and savings in previous years, he argued it was challenging for schools to cope with without affecting the quality of education. He supported the recommendation made to assist schools address budget challenges and prioritise issues.

Councillor Wallace acknowledged the ethos of the DSM arrangements, including their role in incentivising those responsible for the budgets to do what they could with them without being penalised. He referred to the need to preserve reserves, but also the need to support young people in their post COVID-19 learning, expressing support for the proposal.

The Council:-

- (a) noted that the COVID-19 pandemic disrupted schools' normal spending plans in 2020/21, resulting in the level of underspend returned to the Council's non-earmarked General Fund reserve being £285,000 higher than in the previous year;

- (b) agreed to allocate £285,000 from the Council's non-earmarked General Fund reserve to primary and secondary schools on a one-off basis, shared pro-rata to the £881,000 of schools savings targets set as part of the 2021/22 budget, to assist schools in managing within their reduced budget levels; and
- (c) noted that the Devolved School Management scheme arrangements would be reviewed for 2022/23 and beyond.

COVID-19 RECOVERY ACTIONS UPDATE

1747. Under reference to the Minute of the meeting of 30 June (Page 1580, Item 1704 refers), the Council considered a report by the Chief Executive, providing Elected Members with a further update on response, recovery and renewal work taking place across the Council and the Trust.

Whilst commenting on the report, Councillor Buchanan referred to the on-going impact of COVID-19 on the NHS and time it could take it to recover, and the wider and on-going impact of the pandemic on private and public sector organisations. Having also referred to the challenges facing councils, including the extent to which staff remained involved in responding to COVID-19 and supporting the NHS, he commented on the Crisis Grants being paid to those most in need; work being carried out by various teams to keep the area and properties as safe as possible; and backlogs of work and related action being taken to address these. Councillor Buchanan also stressed the extent to which staff had been affected, many of whom had worked long hours during the worst of the pandemic and were still facing pressures to meet expectations that services should be back to normal whilst continuing to work on the COVID-19 response. Having referred to the authority's responsibilities to ensure staff could take leave and avoid burnout, Councillor Buchanan highlighted that the potential of emergency responses being required over winter, COP26, and transport and labour shortages meant a challenging time lay ahead. Against this background, he referred to the importance of Elected Members understanding the pressures on the Council and supporting all officers as they worked tirelessly to provide services.

In response to Councillor Grant, the Chief Officer HSCP confirmed that the vast majority of HSCP staff had been vaccinated. Rates for care and care at home staff were over 90% and just under 90% respectively with this being due to various reasons including medical conditions. Everything possible continued to be done to encourage staff to be vaccinated and arrangements were in place for new staff. Also in response to Councillor Grant, the Head of Accountancy (Chief Financial Officer) confirmed that the full costs for the vaccination and test centres and related staff incurred by the authority was being claimed from the NHS.

In response to a further comment by Councillor Grant on the poor audio quality of the IT helpline message, the Deputy Chief Executive undertook to provide feedback to the service responsible.

Having acknowledged the pressures faced and work being carried out by officers during these very difficult times, Councillor Wallace sought feedback from Councillor Buchanan on when he foresaw a return to normality. Councillor Buchanan commented on the difficulty of giving a specific time given uncertainties around case numbers and the mutation of the virus for example.

Whilst commenting on the report, Councillor Ireland acknowledged the severe difficulties faced by all officers. Whilst focusing on some specific services, she highlighted and commended the work of the Neighbourhood Services Team in view of particular challenges

it had faced and the way the team had and still required to operate to reduce the spread of COVID-19 and protect staff. She also highlighted the priority that had needed to be given to refuse and recycling services, welcoming and commending progress being made to address work backlogs. Councillor Ireland also highlighted and commended the Roads Service, welcoming that the majority of the resurfacing programme for the current year remained on track, and also the Environmental Health Team, such as for additional tasks it had required to carry out, examples of which were cited. She considered all such achievements noteworthy, thanking officers for their hard work. Provost Fletcher also thanked officers for the work they had done.

In response to Councillor Swift who acknowledged the difficulties forecasting when some normality would return, but sought clarification on what criteria would be applied to determine when services would open normally for routine business, Councillor Buchanan stated this was not possible to predict, but that work was ongoing on how to reopen services safely, citing examples of what had been done to date. He explained that new ways of working to open up services safely in ways both members of the public and officers felt safe were being explored. He referred to work being carried out to introduce hybrid meetings using appropriate safety measures.

The Chief Executive referred to the excellent work of the Leadership Team, and in particular, the work of the Resilience Management Team, and that issues were being taken forward in tandem on both response and recovery, which was unusual for an emergency situation. She confirmed a recovery diary was in place which took into account Government safety guidelines at any given time, with a view to opening up services. She added that all services were operational but not necessarily operating as efficiently as possible, primarily due to the need for social distancing and other COVID-19 related challenges such as staff availability and on the need to control infections. She also referred to the scale of COVID cases in the West of Scotland, related challenges and Government guidance on office based staff being the last to return to their work base. She confirmed that staff who could neither work at home nor work efficiently there were being prioritised in terms of returning to their workplace. She concluded that the efficiency of service delivery and dealing with work backlogs were the main issues at present.

The Council noted:-

- (a) the ongoing work on response, recovery and renewal;
- (b) that ongoing service delivery levels were still affected by staff involvement in response and recovery activities as well as the less efficient operating practices required to meet Coronavirus protocols; and
- (c) the continued additional workload of many staff.

RESCHEDULING OF COUNCIL AND AUDIT & SCRUTINY COMMITTEE MEETINGS

1748. The Council considered a report by the Deputy Chief Executive seeking approval to reschedule the Council meeting on Thursday, 23 September and the Audit & Scrutiny Committee meeting on Thursday, 18 November to Thursday 25 November.

It was explained that the External Auditor had been in discussions with the Chief Accountant on the timescale for the presentation of their report on the 2020/21 annual accounts to the Council. Due to the pandemic, the normal timescale for consideration of accounts had been extended with a view to them being signed off by the end of November 2021. The

proposal took account of when the accounts were expected to be finalised for consideration by the committee, and the Council thereafter.

The Council agreed that the meeting of the Council on 23 September and the meeting of the Audit & Scrutiny Committee on 18 November be rescheduled to Thursday 25 November.

NATIONAL CARE SERVICE CONSULTATION

1749. The Council considered a report by the Chief Executive seeking approval of the proposed approach and timescales to respond to the Scottish Government's consultation on the creation of a new National Care Service.

It was explained that on 1 September 2020 the Scottish Government had announced an Independent Review of Adult Social Care in Scotland, the principal aim of which was to recommend improvements to adult social care in Scotland, primarily in terms of the outcomes achieved by and with people who use services, their carers and families, and the experience of people who work in adult social care. Having referred to the conclusion of the review in January 2021 and publication of the related report on 3 February, the report specified the three recommendations made to shift the debate on social care to focus on human rights, prevention and social benefits; to strengthen the foundations of the service; and redesign the system through the creation of a new National Care Service, focussing on co-production and lived experience.

COSLA supported many of the principles within the report but had also highlighted concerns, indicating it wanted to work with the Scottish Government to address these. It had highlighted that funding was the main underlying issue, and asserted that the report's aims could be achieved by better funding local government. The related National Care consultation had been launched on 9 August 2021, the deadline for responses being 2 November 2021.

The report confirmed that many aspects of the consultation would be supported widely across local government and Integration Joint Boards (IJBs), but that some elements might appear to reduce local democratic influence and localism generally. Having summarised potential changes to the planning and delivery of care services and proposed structural changes which, if implemented, would fundamentally change the role of local government and IJBs, the report explained that the consultation went beyond the recommendations within the report published in February, and was seeking views on whether a new National Care Service should be responsible for children's as well as adult services.

Having confirmed that the proposals had far-reaching consequences for local government, people and communities, the report explained that the Council would work closely with the IJB on developing a local response, but that it was likely both would submit their own response which could differ in some key aspects. Reference was made to senior officers with professional responsibility for key service areas impacted by proposals who would shape the Council's response, and a related briefing to be offered to Elected Members who would also be given the opportunity to inform the Council's draft response and review and discuss it further at the Council meeting on 27 October 2021, prior to its submission.

Councillor Buchanan highlighted key aspects of the report, including how the Council's response would be formulated involving input from senior officers with professional responsibility for Health and Social Care Partnership, education, legal and human resource services as well as others. He referred to some initial views and significant concerns expressed thus far which could be aired further to inform the response prepared to help ensure the services proposed were right for both residents and the Council.

Councillor Wallace referred to concerns he had expressed at meetings of both the Education Committee and Community Planning Partnership on the proposals. He considered a national care service to be a further attack on localism, referring to the centralisation of the Scottish Police Service and ring fencing of block grants from the Scottish Government as further examples. He expressed the view that the current Scottish Government demanded control in the hands of those most affected by issues, but failed to see any benefit in that belief being adopted locally. He anticipated that education services would be centralised next and, having referred to the additional funding announced by the UK Government that would be coming to Scotland, commented that the care service would be controlled centrally.

Councillor Grant also expressed concerns regarding local authorities losing control of services councillors had been elected locally to provide, stressing the importance of local Elected Members looking after local residents and their priorities rather than others' views being prioritised and imposed. She questioned the whole point of local government if services continued to be centralised, views were imposed, and responsibilities were removed from local control. Councillor Miller supported various views expressed by Councillors Grant and Wallace, arguing in favour of local control of services as far as possible and adequate funding to deliver them.

Councillor Bamforth reminded Members that some of the additional funding to be provided to the Scottish Government by the UK Government would be as a result of additional national insurance contributions from people in Scotland, which would also be used to support additional funding provision in England.

Councillor Swift referred to the scale of the Scottish deficit relative to that of the UK, and the Government Expenditure and Revenue Scotland (GERS) statistics which he argued highlighted the reliance Scotland had placed on funding from English taxpayers for a long time and which he considered should be acknowledged. Whilst commenting on the specific proposal made on the care service, he referred to various other issues progressed by the Scottish Government which he considered unsuccessful.

Councillor Macdonald echoed comments made, expressing reservations on the centralisation of services which he felt did not work well. He cited examples of why he held that view and considered local control important, and clarified that he did not support a "one size fits all" approach to social care. He supported Councillor Grant's comments on the point of local government in the face of the centralisation of services, suggesting that the proposals under consideration were in his view driven by a wish to make savings and ease of use rather than seeking services of a superior quality.

Councillor Lafferty also supported many comments made by Councillor Grant, referring to a range of strategic services which had moved outwith local government control during his time as an Elected Member. He shared the view that one size did not fit all and considered local Elected Members best placed to decide local needs. He understood that councillors from all parties involved in COSLA did not favour a central national care service.

Councillor Ireland expressed the view that the GERS figures referred to by Councillor Swift were regarded as an inaccurate measure and, if anything, supported the case for independence, questioning his interpretation of these. She also supported comments made by Councillor Bamforth on national insurance payments from Scotland funding English social care.

Responding to Councillor Ireland, Councillor Aitken highlighted that the GERS statistics were compiled by the Scottish Government's own economists, questioned the denial of the accuracy of the figures, and considered the existence of the Scottish deficit to be factually accurate.

Focussing on the comments made of relevance to the consultation, Councillor Buchanan referred to the opportunities that would exist to comment on the proposals and inform the Council's response, agreeing with some of the views expressed such as on the concerns expressed by COSLA, which would also submit comments on the proposals. He anticipated some views expressed on a range of issues would be similar.

Reflecting on various comments made during the meeting, Councillor Wallace expressed concern that despite no backing from any local authority to date for their proposals, the Scottish Government would defend and implement them regardless.

The Council, having heard Provost Fletcher encourage as many Elected Members as possible to attend the meeting on 23 September and inform the response to be prepared:-

- (a) noted the consultation on a National Care Service;
- (b) noted that the formation of a National Care Service was likely to have significant implications for all councils;
- (c) noted that the Scottish Government had extended the deadline for responses from 18 October to 2 November 2021;
- (d) agreed that an Elected Member/Officer discussion take place at 4pm on 23 September to explore the detail of the consultation and provide initial comments on the proposals; and
- (e) noted that Elected Members would have the opportunity to review and discuss the final submission at the meeting of the Council on 27 October 2021 prior to it submission.

POST OF DIRECTOR OF CORPORATE AND COMMUNITY SERVICES

1750. The Council considered a report by the Chief Executive requesting that, following notification of the retirement of the Director of Corporate and Community Services with effect from 30 January 2022, arrangements be put in place to ensure continuity and stability within the department, and seeking approval for the establishment of an Appointments Committee for the post.

The report summarised the extent to which the Director of Corporate and Community Service's role had developed since her appointment to the post in 2008. Given the changes in the role over a number of years, and as the Council planned for recovery from the impact of COVID-19 and moved towards renewal, it had been considered appropriate to review the priorities of the post prior to it being advertised to ensure the leadership skills required could be clearly articulated in the recruitment material. It was clarified that the three priorities identified had been categorised under the headings of efficient and effective business operations, council-wide digital transformation and effective community, partnership and strategy development, further details on which were provided and reflected the cross-Council enabling role of the department.

It was reported that the existing designation of the role of Deputy Chief Executive and Director of Corporate and Community Services no longer fully reflected the way the role had developed, and recommended therefore that it be redesignated as Director of Business Operations and Partnerships, with the name of the department amended accordingly. The role of deputising for the Chief Executive would be shared across all directors as required, further building the sense of shared leadership across the Council. It was clarified that once

the new Director was appointed, and after consultation with the Chief Executive and Corporate Management Team, a further report might be submitted to the Council if further approvals were required to ensure that the priorities could be delivered within a very challenging financial situation for the Council.

Councillor Buchanan referred briefly to the opportunities that would exist in future to thank the Director of Corporate and Community Services for her work and to wish her well for the future. He highlighted key aspects of the report and proposals to appoint her successor. Councillor Wallace welcomed the change of designation for the role and department to reflect the nature of and extensive remit it currently had.

The Council:-

- (a) noted the retirement of the Director of Corporate and Community Services with effect from 30 January 2022;
- (b) approved the recruitment procedure as detailed in the report;
- (c) approved the redesignation of the post to Director of Business Operations and Partnerships, including the consequent change of name of the Department to Business Operations and Partnerships;
- (d) noted that responsibility for deputising for the Chief Executive would now be shared across all the directors as required rather than vested in a single post;
- (e) authorised the Chief Executive to make the necessary arrangements;
- (f) agreed that membership of the Appointments Committee comprise Councillors Buchanan, Grant, Lafferty, Merrick and Wallace with provision for substitutes should any of those appointed be unable to attend; and
- (g) authorised the Chief Executive to put in place appropriate interim management arrangements for the Department if required.

PROVOST

