

# Glasgow City Council

## Guidance for Community Councils



This Document forms part of the Support  
Arrangements for Community Councils in Glasgow

## Guidance for Community Councils

The Guidance is intended to complement the City Councils' Governance for Community Councils i.e. the Scheme of Establishment for Community Councils (2018), which can be downloaded as a PDF document from the following web address:

<https://www.glasgow.gov.uk/communitycouncils>

The aim of this Guidance is to provide additional background information that Community Councillors may need in order to operate effectively within their Community Council.

The Guidance is designed to be updated, or added to, in response to any changing circumstances or requests from Community Councils for more information, and should be seen as a 'live' document.

Although this Guidance is intended to provide complementary information, any 'directives' provided by Glasgow City Council will be based upon the Scheme of Establishment for Community Councils (2018)

<b>Contents</b>	<b>Page</b>
<b>1. Community Councils</b>	<b>5</b>
1.1 Local Vision or Mission Statement	
1.2 Scheme of Establishment for Community Councils	
1.3 Constitution	
1.4 Liaison with the Local Authority	6
1.5 Key structures	7
1.5.1 Glasgow Community Planning Partnership (GCPP)	
1.5.2 Community Council Development Sessions (CCDS)	8
1.6 Induction	
1.7 Training & Development Modules	
<b>2. Membership</b>	<b>9</b>
2.1 Importance of being elected	
2.2 Interim Election Checklist	
2.3 Public visibility	
<b>3. Meetings</b>	<b>10</b>
3.1 Agendas	
3.2 Annual General Meeting (AGM) and Special Meetings	13
3.3 Meeting Layout for Community Councils	14
<b>4. Members' Interests</b>	<b>14</b>
4.1 Declaration of interests	
<b>5. Working Effectively</b>	<b>15</b>
5.1 Working effectively at meetings	
5.2 Using time effectively	16
5.3 Establishing priorities	
5.4 Preparation before and action afterwards	17
5.5 Key roles for the Chair	
5.6 Key roles for others	18
5.7 Using sub-groups	
5.8 Venues for meetings	19
5.9 Quick checklist for meetings	
5.10 Block Insurance Policy	
5.11 General Data Protection Regulation – GDPR	20
5.12 Promoting equality	
<b>6. Role of Office Bearers</b>	<b>21</b>
6.1 The Chair	
6.2 The Vice-chair	22
6.3 The Secretary	
6.4 The Treasurer	23
<b>7. Working Strategically</b>	<b>23</b>
7.1 The reactive role	
7.2 The proactive role	24
7.3 Examining what is going on inside and outside the community	
7.4 Reviewing the options	
7.5 Making strategic decisions	
7.6 Setting the objectives	
7.7 Developing the strategy	25

<b>8.</b>	<b>Report Writing</b>	<b>25</b>
8.1	Stage 1 – Planning the report	
8.2	Stage 2 – Preparing the report	
<b>9.</b>	<b>Media &amp; Publicity</b>	<b>26</b>
9.1	Dealing with the Press	
9.2	Handling Press interviews	27
9.3	Keeping people informed	
9.4	Using Social Media & Creating Websites	
9.5	Social Media Policy	
<b>10.</b>	<b>Divergent Views</b>	<b>28</b>
10.1	Dealing with conflict	
10.2	Conflict within Community Councils	
10.3	Personality clashes	29
10.4	Conflict over community issues	
<b>11.</b>	<b>Sources of Funding &amp; Accounting Procedures</b>	<b>30</b>
11.1	Area Partnerships	
11.2	Other sources	
11.3	Bank Accounts	
11.4	Expenditure	
11.5	Annual Accounts	31
11.6	Inventory	
<b>12.</b>	<b>Summary</b>	<b>31</b>
<b>Appendix 1</b>	<b>– Annual Accounting</b>	<b>33</b>
<b>Appendix 2</b>	<b>– Health &amp; Safety Statement</b>	<b>36</b>
<b>Appendix 3</b>	<b>– Equalities Statement</b>	<b>38</b>
<b>Appendix 4</b>	<b>– General Data Protection Regulation</b>	<b>40</b>
<b>Appendix 5</b>	<b>– Use of Social Media</b>	<b>45</b>
<b>Appendix 6</b>	<b>– Social Media Policy</b>	<b>56</b>
<b>Appendix 7</b>	<b>– Discretionary Grant Fund (DGF)</b>	<b>61</b>
<b>Appendix 8</b>	<b>– Training &amp; Development Modules</b>	<b>68</b>
<b>Appendix 9</b>	<b>– Unacceptable Actions Policy</b>	<b>73</b>
<b>Appendix 10</b>	<b>– Glasgow City Council ‘Family’</b>	<b>78</b>

## 1. Community Councils

The Local Government (Scotland) Act 1973 that originally set up Community Councils states their general purpose as:

*"To ascertain, co-ordinate and express to the local authorities for its area and to public authorities, the views of the community which it represents ..... and to take such action in the interests of the community as appears to it to be expedient and practicable."*

However there is other more general legislation to which all Community Councils are bound and this includes the general duty to promote equality (see Scheme clause 16.1 and Guidance Appendix 3). Therefore, Community Councils in carrying out their functions, should have due regard of the need to:

- eliminate discrimination
- promote equality of opportunity
- promote good relations between people of different racial groups.

### 1.1 Local Vision or Mission Statement

The value of developing a Local Vision, as a public declaration, is that Community Councils can use it to describe their goals for the future, and describe its core values and its long-term objectives (see Constitution clause 3).

In addition, or alternatively, a Mission Statement can be used to describe the Community Council's founding purpose and major commitments i.e. why it does what it does. A Mission Statement can describe a Community Council's commitments to its community.

### 1.2 Scheme of Establishment for Community Councils

Within the basic principles stated in the Scheme, each Community Council should reflect local needs, with regard to membership and election of members' e.g. demographic and geographic considerations.

In the event that there is any ambiguity or conflict on the issues Community Councils get involved in, the Scheme will take precedence.

There is a responsibility on behalf of Glasgow City Council to review the Scheme from time to time. For example, this may become necessary if communities outgrow the boundaries of their particular Community Council, or there is the need to update the Scheme to reflect legislation and/or local operational change.

### 1.3 Constitution

All Community Councils adopt a Constitution which has been agreed by Glasgow City Council (see Scheme clause 2.4) – the Constitution is a written set of aims, objectives, and rules which set out the ways that Community Councils will operate and how Office Bearers should be appointed. The Constitution forms part of the core Governance, along with the Scheme, Code of Conduct and Standing Orders, Annual Self-Assessment (RAG Analysis) and General Public: Complaints Procedure.

It is important that all Community Councillors familiarise themselves with all parts of the core Governance.

## 1.4 Liaison with the Local Authority

In terms of Community Councils, a key obligation for the City Council is

**A)** To prepare, publish and review the Scheme of Establishment for Community Councils; after due consultation with Community Councils and the public.

Furthermore, and on receipt of a Petition including 20 or more electors of the area, the City Council will, in terms of section 52 (7) of the Local Government (Scotland) Act 1973 arrange for the formation of a Community Council in an area where one does not exist.

In the circumstances where a petition is received from electors within the boundaries of an existing Community Council, then the City Council will consult with both parties and aim to reach an agreeable outcome.

In the event that agreement cannot be reached, then the City Council could proceed in accordance with Section 53 of the Local Government (Scotland) Act 1973, by initiating the statutory eight week public consultation period seeking to amend the Scheme e.g. consideration of boundary amendments.

This requires formal verbal and written submissions to be made to the appropriate Committee of the City Council for the purpose of enabling the City Council to consider the matter and to reach a decision appropriate to the given circumstances.

**B)** To provide appropriate financial and administrative assistance to Community Councils, subject to Community Councils complying with the core Governance and varying financial and resource constraints placed on the City Council. The City Council may provide an annual Administration Allowance to Community Councils to meet its costs in undertaking its functions e.g.

- (i) Representing the interests of the Community Council or Community Councils;
- (ii) Stationery and small items of office equipment;
- (iii) Postage;
- (iv) Printing, promotion and advertising, including costs for maintaining a website;
- (v) Secretary's expenses, and travelling expenses for Community Council members;
- (vi) Audit costs

The Administration Allowance shall be for administration and/or promotion purposes only, and shall not be expended on any other purpose. In addition, the City Council may consider additional funding e.g. Discretionary Grant Funding, for individual Community Councils which are seeking to strengthen and enhance their general purpose within the local community (see Guidance Appendix 7).

**C)** The City Council has a statutory obligation to consult with Community Councils regarding planning applications. This is achieved via Development and Regeneration Services (DRS) emailing a weekly list of planning applications to Community Councils. The list is also available online at:

<https://publicaccess.glasgow.gov.uk/online-applications/>

**D)** The City Council will help increase public awareness of Community Councils by providing publicity for common election dates i.e. Full Elections in October of each year.

It is hoped that this will emphasise the special role of the Community Council, highlight the close co-operation with the City Council and also reduce expenditure by individual Community Councils on advertising elections.

**NOTE:** all Community Councils hold full elections on a 4 yearly basis. This means that all Community Council members step down and are required to respond to a general call for nominations to re-establish the Community Council i.e. previous members are required to complete and submit a nomination form as provided by the City Council. This 4 yearly full election should not be confused with the requirement for all Office Bearers to step down annually at the October AGMs; previous Office Bearers are eligible to be re-considered for office as part of the Election of Office Bearers process (see Constitution clause 9).

## 1.5 Key Structures

Community Councils are elected bodies which are closest to local people. They can play a major role in ensuring decision-making remains as close to those affected as is practicable. For this to happen, all Community Councillors should do all they can to participate in community engagement structures and processes, and in their contributions to local government. The following key structures currently support the community engagement processes for Community Planning and the City Council:

### 1.5.1 Glasgow Community Planning Partnership (GCPP)

The Glasgow Community Planning Partnership was established in 2004 and brings key public, private, community and voluntary representatives together with the aim of delivering better, more joined-up public services in the city. The Glasgow Community Planning Partnership Strategic Board consists of the following organisations:

- Glasgow City Council;
- NHS Greater Glasgow & Clyde;
- Police Scotland;
- Scottish Enterprise;
- Scottish Fire & Rescue;
- Glasgow Housing Association;
- Glasgow's Third Sector Forum
- Glasgow & West of Scotland Forum of Housing Associations;
- Glasgow Chamber of Commerce;
- Glasgow Colleges Regional Board;
- Strathclyde Partnership for Transport (SPT);
- Skills Development Scotland;
- The Integrated Joint Board (Health & Social Care);
- Historic Environment Scotland;
- Scottish Environment Protection Agency (SEPA);
- Scottish Natural Heritage (SNH);
- Scottish Sports Council and
- Visit Scotland

Community Planning is about ensuring that the public services we all use are delivered in the most effective way possible. Many of the city's key partners are already working together to address the needs of Glasgow's citizens as part of their core business. However, Community Planning brings the added dimension of jointly planning services in a way that will ensure their most effective delivery through partnership. The benefits of increased partnership working are well documented and should rest upon more mainstream public service organisations working together with communities.

Effective community engagement is at the heart of the Community Planning process. Communities play a key role in taking forward the Community Planning agenda, both at the local level and across Partnerships as a whole.

### 1.5.2 Community Council Development Session (CCDS)

The Community Council Development Sessions (CCDS) are informal Presentation & Participation and Training & Capacity Building platforms which are normally held on Saturday mornings at least 4 times a year. It provides Community Councils from across Glasgow opportunities to engage with a wide range of public and private agencies and service providers.

The CCDS in turn provides opportunities for public and private agencies to share their operational vision; showcase their functions and areas of responsibilities; and to hear and gather first hand, the views, issues and concerns from a representative base of citywide Community Councils.

As a result, Community Councils can become better informed on matters such as service delivery; consultations; and Community Council focussed initiatives.

Community Councils should note that if they decide not to take an active part and/or involve themselves in decision-making processes and/or resources which can influence service provision e.g. the CCDS or Glasgow Community Planning Partnership (GCPP), then matters affecting their local community could be discussed, which may well lead to decisions being made about service provision in their area, without their input.

Glasgow City Council's support for the CCDS shows that it shares the same broad aims of Community Councils in so far as both wish to ensure that quality services are provided which meet the needs of local communities and are responsive to local demand.

### 1.6 Induction (see 'Induction for Prospective & New Community Councillors')

Induction is not a single event e.g. one meeting, nor is it just handing over a pack of information; it is an ongoing process. Induction helps new Community Council members to settle in and make a contribution to the group as quickly as possible. The induction seeks to cover some of the basic questions any new member is likely to ask e.g.

- What the Community Council does?
- What Community Council members do?
- Who are the other people involved?
- What support do Community Councils have?

Receiving help to settle in not only helps the individual, it also helps the Community Council; it may also be of value to identify a member who may act as a mentor by explaining procedures and agenda items and answering questions as they arise.

The induction process and initial face to face meetings will be led by Community Council members with appropriate support from relevant officers of the City Council. It should be understood from the outset of induction that the Scheme of Establishment for Community Councils (2018) not only underpins the Induction, it is the core Governance for all Community Councils.

### 1.7 Training & Development Modules (see Guidance Appendix 8)

The Training & Development Modules result from a review of capacity building activities which have been identified and developed in collaboration with Community Councils. Activities aim to support and enable Community Councils to act as positive agents for community development, and empowerment of Glasgow's communities.

Attendance at training and capacity building activities can support Community Councils to fulfil their 'general purpose' i.e. *"to ascertain, co-ordinate and express to the local authorities for its area and to public authorities, the views of the community which it represents ..... and to take such action in the interests of the community as appears to it to be expedient and practicable."*



## 2. Membership

### 2.1 Importance of being elected

Community Councillors are elected by the local community. They have this in common with City Councillors, Members of Parliament, etc. Even if, due to a shortage of nominations, a Community Councillor's 'seat' was uncontested and no actual election took place, the Constitution provides for nomination and election. If properly nominated you are as much elected as would be the case in a contested election.

For this reason, it is important that each Community Council distinguishes between its voting members and non-voting members, and others present at meetings (see Constitution clause 8).

As a member you should be regularly attending meetings, speaking to agenda items and, if required, voting on the future actions of the Community Council (in accordance with the Constitution). You serve for the term allowed by your Constitution (4 years in total before Full Election), and as a member you represent all the community, and not solely any specific group, although different members may inevitably have particular areas of interest. Such diversity can add to the collective strength of the Community Council.

### 2.2 Interim Election Checklist

The following steps are provided as a checklist for Community Councils when undertaking an Interim Election Process to Fill Vacancies. Community Councils should contact their named contact officer before any steps are taken to fill any vacancies, should they arise in the future:

1. The Community Council consider, agree and minute a decision to fill vacancies;
2. A notification in writing (email) is sent to the named contact officer to advise of this decision;
3. The officer confirms the current Community Council membership status as recorded on the City Council database;
4. Upon receipt from the Community Council of confirmation of vacancies, the dates of the next 2 meetings, and the venue address with postcode, the officer produces the public notice and nomination forms;
5. An appropriate period of public notice is included on the public notice and nomination forms calling for nominations to fill vacancies (public notices must be placed in at least three public places);
6. All completed nomination forms are returned for the named officer's attention;
7. The candidate, proposer and seconder are all subject to the validation process carried out by the named officer;
8. The officer advises the candidates of the status of their form following validation;
9. Following the closing date, the officer informs the Community Council of the status of the call for nominations;
10. Circumstances will dictate whether a contested or uncontested election is to take place (the officer will advise accordingly);
11. Subsequent appointments of any new members rests with the Community Council;
12. All new appointments must be considered, ratified and minuted by the Community Council;
13. The Community Council sends a confirmation email of appointment of new members to the officer;
14. The officer includes the new members details on the City Council database;
15. Confirmation of constituted membership status of the Community Council can be forwarded by the officer upon request.

### 2.3 Public visibility

All regularly scheduled Ordinary meetings and Annual General Meetings (AGMs) are open to the public (and members of the public should be encouraged to attend). Meetings can be advertised

via local housing organisations; the local press; announcements at local churches, and via the Community Councils' websites or social media presence (see Guidance section 9).

Every Community Council is required to have a minimum of three public notices displaying the date, time and venue of all meetings, and ideally the agenda for the next meeting (although more than this would be commendable). A list of meeting dates for the year ahead could be made available, and 'special items' could be highlighted to attract local interest.

From time to time, every Community Council may have matters that must be discussed in private (see Constitution clause 11k and Scheme clauses 6.8vi / viii). These matters may be discussed with only voting members present, although others may be invited to attend where special expertise is required i.e. Ex-officio and/or Associate Members. Such meetings are confidential and an approved redacted minute may be made available publicly, although it may be appropriate to simply record any conclusions reached at the next regular meeting of the Community Council.

The approved minutes of all meetings should be circulated to all members and copies should be made available to the public at local libraries or in other public places. An approved copy should also be sent to Glasgow City Council within 14 days of the date of the meeting which approved them.

Once in possession of a copy of the approved minutes, the City Council is then in a position to respond to any requests for minutes from members of the public and/or otherwise, although it is a principle function for the Community Council to make their minutes publicly available in the first instance and/or upon requests from members of the public.

### **3. Meetings**

This section highlights the importance of meetings, what should be covered, and the different kinds of meetings a Community Council may have (see Scheme section 6, Constitution section 11, and Standing Orders).

Effective meetings are important not just in making sure the Community Council progresses what it should be doing and any decisions which are made, but also in keeping members and others involved and interested.

Meetings that drag on and on, with people straying off the point, not listening or being discourteous, can be a disincentive to even the most committed member. Good meetings are not just about getting things done but about respect and consideration for others.

#### **3.1 Agendas**

For all Ordinary, Annual General Meetings and Special Meetings, an agenda should be published by the Secretary at least seven days prior to the meeting taking place so that members and the public know what is to be discussed and can be prepared in advance. A standard format for agendas could include:

***Meeting of the NAME Community Council at TIME on DAY, MONTH and YEAR in VENUE***

#### **AGENDA**

- i. *Recording of membership present and apologies received.*
- ii. *The minutes of the last meeting are submitted for accuracy and approval.*
- iii. *Any matters arising (not already on the agenda) are addressed.*
- iv. *Correspondence (the Secretary should consider producing a 'list of correspondence' to be sent out with the agenda).*

- v. *Reports i.e. Treasurer; Elected Members; Police; Weekly Planning List; Licensing etc.*
- vi. *Consideration of other agreed items of business; as directed by the Chair*
- vii. *Any other competent business (AOCB).*
- viii. *Questions from the floor.*
- ix. *Chairperson to declare date of next meeting and close meeting.*

### **(a) Apologies**

The apology of any Community Councillor who is unable to attend should be recorded in the minutes. This is important as Community Council members can be censured / vote of no confidence / disqualified if they fail to attend regularly and/or miss a specified number of consecutive meetings without good reason with or without submitting apologies (see Scheme clause 13.6 i).

Clauses 13.7 and 13.8 of the Scheme also includes the following, “*a Community Council may decide to grant a leave of absence in advance or retrospectively for an individual member.*” and “*This leave of absence can extend up to a maximum of 6 months or until the next AGM, whichever period is sooner.*”

It is also important to record who was present, so that it will be known in the future which Community Council members put their names to any particular motion. A member who is present, and who strongly disagrees with a motion adopted by the Community Council on a simple majority vote, can ask for their dissent to be formally recorded in the minutes.

### **(b) Minutes**

It is a requirement of the Scheme for formal minutes to be kept. This is the responsibility of the Secretary but the Community Council may agree to appoint from within itself, or engage for reasonable payment or otherwise, a Minute Secretary. This can free the Secretary to take a more active part in the discussions.

The Minutes to be approved should be circulated to all members, and to those others present at the previous meeting, to confirm the accuracy of the minute. The Chair should ask whether everyone who attended the meeting in question is in agreement that the minutes are a true record of the meeting concerned. If any member wishes to query any point this is the time to do it.

Once the minutes are formally approved they cannot be changed; therefore any suggested amendments are discussed before approval, and if any amendments are agreed, the appropriate changes are made. It must be stressed that only the record of the previous Minute can be discussed and agreed at this stage. Discussions on the merits of any previously recorded decision should not be opened up at this point in the proceedings. It is the Chair’s responsibility to rule accordingly. A member then proposes the formal approval of the minutes as a true record. It is advised that Community Councils should also seek to identify a seconder to the formal approval.

If there are still objections, the matter should be put to the vote; the minutes can be formally approved by a simple majority, if not unanimously. This is recorded in the minutes of the current meeting. As in any other disagreement, a member whose views are not accepted and rejected on a vote can request that his/her dissent be recorded in the minutes.

### **(c) Matters arising from previous minutes**

Community Councils should avoid reigniting any previous disputes following approval of the minutes. The current meeting’s agenda should ensure that previous and ongoing items are not forgotten, and that actions identified and taken up by members at the previous meeting, have in fact been carried out. As all discussion is recorded in the current minutes, items which have been completed can drop out, and items still ongoing remain; to automatically come up at the next

meeting. Any correspondence received relative to matters being discussed, and especially if requiring action/s, is best presented by the Secretary at the appropriate point.

#### ***(d) Correspondence***

During correspondence, any letters, emails, faxes and telephone calls received since the previous meeting are made available by the Secretary for consideration and decisions for actions. To save time, potentially long items, e.g. Weekly Planning Lists, should not normally be read out but referred to and made available for perusal.

Good practice would include a Secretary compiling a correspondence 'bullet' list which can be circulated with the agenda and draft minute seven days prior to the date of the next meeting. In addition, the Secretary should ensure that appropriate attention is given to any short timescales or deadlines for responding. As such, and at the very least, the Secretary and Chair could discuss the most appropriate action to be taken e.g. sharing information with all other members prior to the date of the next meeting and outlining that actions and/or decisions are required.

### **REPORTS**

Reports is the point in the meeting when regular attendees such as the local Community Police, City Councillors & other Elected Members; Associate Members and Community Council representatives to other groups e.g. Area Partnerships, are asked to give a brief report to the Community Council. This is the point at which the Community Council learns what others are doing and in the subsequent discussion can advise on what the Community Council and local community think. Some reports will be regular, i.e. Treasurer's report, Weekly Planning Lists etc., whilst others will be occasional i.e. Special Interest Items.

#### ***(e) Special Interest Items – visiting speakers***

When there is an item of special interest it should be given its own spot on the agenda. It may be a presentation by a visiting speaker - in which case it can be a matter of common courtesy for the Chair to advance the item to the start of the meeting so the visitor does not have to sit through the routine business. This is not only common courtesy but particularly important if the speaker has far to travel, enabling him/her to get away as early as possible.

#### ***(f) Treasurer's Report***

The Treasurer should report on the financial situation of the Community Council at each meeting, on any money received and spent, and consider other budgetary related activity. At the very least, the Treasurer should state the current bank balance taken from the monthly bank statement and whether any income has been received or any expenditure incurred since the previous meeting.

#### ***(g) Weekly Planning List***

Planning is often a key concern of Community Councils and to the general public. Community Councils should have a regular slot on their agenda to deal with planning matters. These can range from considering Development Planning applications and how they should respond to these, to dealing with current and/or emerging Local Development Plans or considering responses to other forms of consultation.

Community Councils may consider establishing sub-groups to deal with planning issues, given the short timescales involved on occasion, and the degree of scrutiny often required. These sub-groups may meet between scheduled Community Council meetings (taking cognisance of closing dates for Planning responses), and report back to the main Community Council as appropriate.

***(h) Licensing***

Similarly to the Weekly Planning List, Licensing matters can also be a source of concern, and should likewise have a regular slot on the agenda. For those Community Councils experiencing a high volume of licensing matters, it may again be useful to establish a sub-group.

***(i) AOCB***

Any Other Competent Business (AOCB) gives members the chance to raise issues and, in particular, matters brought to them by the public. Ideally, the Chair will move round the table giving each member the chance to raise topics in turn, time permitting. It should be expected that it may be more appropriate for some topics to form an item for the next agenda, to allow enough time for adequate and informed discussion.

***(j) Date, time and venue of next meeting***

It is important where possible that everyone present knows, or is reminded of, the date, time and venue of the next meeting before the meeting breaks up, even if there is an existing published timetable of meetings.

**3.2 Annual General Meetings (AGM) and Special Meetings**

The Scheme, Constitution and Standing Orders all include the notice period required for all meetings (7 days), and the matters that can be considered at Annual General Meetings (AGM) and Special Meetings.

For every year at the AGM the procedure for election of office bearers is as detailed in the Constitution. Normally the outgoing Chair will hold the position until the new Chair is elected unless they are also standing for this office. In which case, another member of the Community Council who is not standing for office should preside (but preferably not Associate or Ex-officio members). Upon election, the new Chair takes on the Chairing role for the rest of the meeting. Under some circumstances, meetings may be more efficiently conducted on the basis that the outgoing Chair fully concludes the meeting before handing over.

In normal circumstances no other matters may be raised at the AGM other than those on the set agenda (see Scheme clause 6.7 and Standing Orders 3ii). The AGM agenda must be published at least seven days before the meeting. Although the previous year's AGM minutes receive final approval at the following year's AGM, the Secretary, and other members, should consider circulating the draft minutes of AGMs at the next following scheduled Ordinary meeting of the Community Council for approval in principle (rather than waiting 12 months). It would be pragmatic for Community Councils to also forward these 'draft' AGM minutes to the City Council for filing in the meantime.

The agenda for Special Meetings must be restricted to only those items raised in the motion calling for the meeting. No other matters must be discussed. Any special resolutions should be passed or rejected as printed on the agenda. Any alteration should only be made with the consent of those present and then only if the Constitution allows for the printed resolution to be amended. A typical agenda for a Special Meeting could be:

***Special Meeting of the NAME Community Council at TIME on DAY, MONTH, YEAR in VENUE******AGENDA***

- i. Recording of membership present and apologies received.
- ii. The nature of the calling notice for the Special Meeting.
- iii. The business for debate, as described in the calling notice for the Special Meeting.
- iv. Chairperson to close meeting.

Voting will be as outlined by clause 8 of the Constitution, and all Community Councillors present may vote; there is no provision for proxy votes. Minutes will be taken of the meeting and considered at the next regular meeting unless the meeting was held in accordance with Scheme clause 6.8 vii and Constitution clause 11k.

### 3.3 Meeting Layout for Community Councils

***The recommended meeting layout for Community Council meetings is the U-Shape:***

- The layout consists of a series of rectangular tables set out in the shape of the letter U, with Chairs placed around the outside for Community Councillors to sit.
- This layout style is often used for committee meetings e.g. Community Councils, where there is an audience, speaker, presentation or other focal point.
- The U-Shape is one of the most popular seating arrangements and can easily cater for members of the public, up to circa 50, attending a meeting sitting in rows facing the Community Council members.
- This seating also lends itself to training sessions and speaker presentations. It is also a good setup for focus groups.
- The openness of this setup gives each participant space that encourages wider participation because there is no preferential seating and all seats have an equally good view of the meeting inputs.
- Overall *pros* include productive work space; encourages good interaction between participants; and because seating is around three sides of the room – it enables the public to clearly see the Community Council members as distinct from the public attendees.
- Main *con* is that if attendee numbers become too large e.g. over 50 then consideration may lead to adopting a more suitable meeting layout e.g. theatre layout.

## 4. Members' Interests

### 4.1 Declaration of Interests

All members shall declare in advance any financial or other interest however minor that they or their direct relatives may have in any matter which comes before the Community Council for consideration. The member shall withdraw from the meeting during consideration of this item of business and shall take no part in the discussions or decision thereon (see Scheme clauses 5.4 / 5.5 and clause 8.3 definition of direct relatives).

If a member is unclear as to whether a matter is sufficiently material so as to require him or her to make a declaration of interest he/she should declare it nevertheless to the Community Council for a view; the Community Council shall then decide if the member should make a declaration of interest and accordingly withdraw.

Unless those members present who have been requested to form a view are not in a simple majority (see Constitution clause 8c) that the matter does or does not require a declaration of interest, then the member will require to make a personal decision whether to make a declaration of interest and to withdraw.

It should be fully understood that all members are bound by the Scheme of Establishment for Community Councils (2018), which includes the Code of Conduct for Community Councillors, which itself includes the following clause 3: Integrity – *“If you have any private and/or personal interest in a matter to be considered by the Community Council, you have a duty to declare this and if deemed necessary by other members (see Scheme clause 5.5), withdraw from discussions and the decision making process with regard to that matter.”*

If it is subsequently established that a member had an interest in an item of business dealt with by the Community Council but had knowingly failed to declare that interest and to withdraw, the item of business shall be placed on the agenda of the next available meeting of the Community Council for re-consideration. Any earlier decision made by the Community Council may be upheld or changed.

At that next available meeting, the Community Council will also consider the position of the member who failed to make the declaration of interest, and having considered this issue, will be entitled to censure / vote of no confidence / and/or disqualify the member in accordance with clause 13.6 ii of the Scheme

## **5. Working Effectively**

### **5.1 Working effectively at meetings**

Meetings are of crucial importance to the work of Community Councils. It is at meetings that opinions, ideas, feelings, good intentions etc. get translated into hard decisions, and it is those decisions that will ultimately be translated into practical action in your community. If you really want to influence what is going on in your community then it is vital that you learn to participate effectively in the work of your Community Council's meetings.

It is perfectly normal that, in any meeting, the individuals present will have different, sometimes opposing views. For this reason it is important that meetings are chaired effectively so that there is a balance between hearing what everyone has to say on a subject and getting through all the items of the agenda.

If there is something of major significance that you want to raise at a meeting make sure that you tell the Chair, Secretary, and/or Treasurer in advance, ideally at least 7 days prior to the date of the meeting, so that it may be included as an item on the agenda. This means that the person in the Chair can try to ensure that sufficient time is made available to discuss your item. If you do put an item on the agenda be prepared to make a brief verbal representation to the meeting, setting out:

- the background to the item;
- what you think the central issue is;
- what you think ought to be done about it.

Be prepared to actively listen to other people's ideas on the matter; they may have information on the subject that you don't, they may help you to see things from a different perspective, or they may come up with ideas that offer a better solution than yours. Remember that the key activity for a good Community Councillor is to make things happen for the community. Discussion, seeking consensus and collective decision-making should be common practice; 'point scoring' at meetings on the other hand should be avoided.

Sometimes you may be asked to participate in a sub-group of the Community Council, in order to research some points for the next meeting of the Community Council. Sub-groups can play an important part in clarifying issues so that decision making is easier at future full meetings. Although sub-groups may involve some extra time commitment you should try as far as possible to get involved so that the work of your Community Council is spread evenly and you get a deeper insight into what is going on at Community Council meetings.

A formal record of what was agreed at sub-group meetings should be kept in an appropriate form. Make sure whether you agree or otherwise with the formal record as this will be presented to the full Community Council meeting and will usually determine exactly what action is to be taken.

As a general rule, it is much easier to influence decisions by working together and co-operating, rather than by confrontation. This is equally true whether in meetings, in dealings with other members or in correspondence, e.g. when writing to Officials of the Local Authority.

Community Councils that make a positive contribution can gain respect, and be increasingly involved in consultations on any proposals affecting their community. It is crucial that effective working relationships are established.

## **5.2 Using time effectively**

For many people, participating in the work of Community Councils involves the giving up of valuable personal time. On the one hand people want to be active in the affairs of their community; on the other hand they should ensure that there is minimum intrusion into their free time.

In order to achieve this it is necessary to take a fairly disciplined approach to the use of time. This is particularly important when it comes to meetings. Perhaps the single most damaging thing for any Community Council is unproductive meetings where the discussion is not focused on issues of importance to the community and where those doing the talking are more interested in their personal agenda than the agenda of the Community Council.

For those less used to public speaking or debating, it is sometimes useful to write down in brief on a piece of paper or card the particular points which you intend to raise. This can help to concentrate thoughts and further discussion.

## **5.3 Establishing priorities**

Another problem that some Community Councils have acknowledged is that it can be more difficult to deal with matters that are not practical issues such as 'grass cutting' or 'potholes in the road'. While these 'bread and butter' issues are an important part of the work of a Community Council it should never be forgotten that there are other matters, that may appear to be less obviously important in the short term, but which may have a future bigger impact on the community e.g.

- changing economic conditions
- population changes in the local community
- long-term development proposals

It is important that placing too much emphasis on 'everyday' issues does not lead the Community Council to overlook matters like the ones above, which are of strategic importance to your community. The way to overcome this potential problem is for Community Council members to think as a collective body and work effectively with Local Elected Members to progress other matters.

Try to be clear about which issues are most important for your community and which to allocate most time to. This may mean choosing between the short-term and longer-term matters. Always remember that strategic issues are important and should not be set aside simply because there is another issue that appears on the surface to be more urgent.

One way to get through complex issues that are important and long term is to break them down into chunks and deal with them one by one over a series of meetings. Another approach would be to split up the task and allocate responsibility for bits of the task to different individuals or working groups of the Community Council.

Another way that Community Councils can deal with ongoing issues is for individual members with specific knowledge, experience or interest, to take on the role of 'looking out' for news on issues in local press or in the public sphere generally. This would also help in dealing with the wide range of consultation documents that Community Councils are asked to respond to e.g. a Weekly Planning



List contact and/or sub-group are often appointed to ensure that timely responses to planning applications are made.

The Community Council should also seek to participate on other initiatives and structures, such as Area and Sector Partnerships; Local Housing Forums and Community Safety Groups etc. Appointed representatives to these bodies can ensure that the communities' voices are heard. A substitute representative is also useful to ensure continuity of attendance.

#### **5.4 Preparation before and action afterwards**

Effective meetings don't just happen - there is a sequence of events leading up to and following on from a meeting that will help determine whether the meeting goes well or not.

To assist with preparation before a meeting and actions afterwards it is best practice that the minutes are produced shortly after a meeting and sent out to Community Council members and/or committees so that people can see what was said; what had been agreed; and what would be done before the next meeting.

It is important to send minutes not just to those that were at the meeting but to others who missed the meeting or who may be expected to do something as a result of the meeting. It is all too easy for people who have been involved to inadvertently slip out of the information loop, by simply missing one or two meetings.

When coordinating the circulation of minutes the Secretary will send an approved minute within 14 days from the date of the meeting which approved them to Glasgow City Council as a matter of course, and make same available to the public for inspection via websites; libraries; and any other appropriate public space.

A model of good practice in sharing minutes publicly could be a Community Council negotiating and securing dedicated noticeboard space within a library and provision for a publicly accessible minute folder which can effectively advertise meeting dates, agendas and minutes of meetings on an ongoing basis.

It is always important to make the minutes of meetings publicly available so that the wider community has an understanding of what the Community Council and its members are doing. To assist in this process it is also important that the minutes are written in such a way that it is easy to identify what actions and timescales have been agreed and who is responsible. It is invariably the case that work between meetings moves things forward rather than the meetings themselves.

#### **5.5 Key roles for the Chair**

The Chairperson, working with the Secretary and Treasurer, or perhaps other agreed Community Council members, has a lead role to play in between meetings in making sure that other members and/or third parties (the Community Council is seeking assistance from) are on target to report to scheduled meetings.

The Chair and Secretary should work together, and/or with others to set the agenda for the meeting, based on the priorities of the Community Council and any ongoing actions that are taking place between the meetings; and any other new and important emerging issues.

The Chair needs to run the meeting effectively. Included in this are starting and finishing on time; keeping people to the agenda; timetabling and managing the meeting so discussion doesn't get bogged down on one topic unless it merits it; and summing up at the end of each item so that action points are agreed and made clear, including who has been tasked with an action and within what timescale.

In order to manage the meeting in this business-like way, it is important for the Chair to have strong leadership qualities, as well as a range of personal and interpersonal skills that make for a productive and business like experience for all.

This involves not dominating a meeting, and making sure the views of all are heard, and not just those of the most confident or loudest around the table. It means being able to foster an environment where people are happy to ask questions if they are unclear about something and to support each other's work and interest.

The Chair has to maintain a neutral point of view. Where an issue arises that the Chair has an opinion on, they can temporarily vacate the Chair (handing over to the Vice-chair) in order to be able to state their viewpoint.

## **5.6 Key roles for others**

It is often the case that members are championing specific areas of the Community Council's work, and they may be doing that through leading sub-groups. If this is the case then it is often important that they consider producing short summary reports or equivalent for the full Community Council meeting. They have a duty not to bring all the detailed discussions of a sub-group into the full meeting, but to summarise the key issues; the progress being made; and to highlight any decisions that need to be made by the full meeting.

Similarly the Treasurer should have produced a financial report for the regular and full meetings to enable the Community Council to look at and go over the main points as required and highlight areas where decisions or action may be required – at the very least this should be a statement of the current balance should there have been no financial activity since the previous meeting.

One of the main roles at the meeting for the Secretary (and Minute Secretary) is formally recording and producing the Minutes of meetings. Taking formal Minutes is a commonly underrated skill. One of the main abilities within this skill is to be able to summarise a discussion focusing in on the:

- topic being discussed;
- important facts;
- any significant points made;
- any major decisions made;
- actions agreed;
- timescales; and
- who is tasked with any actions.

Minutes should not be a verbatim account!

It's important that the Secretary asks for any points of clarification if he/she is unsure what has been stated, concluded, decided or agreed. In this clarifying role they can often quietly and legitimately support the role of the Chair.

And lastly, everyone on the Community Council has a role in supporting the Chair in his/her efforts to make the meeting business-like, well-timed, pleasant and inclusive.

## **5.7 Using sub-groups**

Sub-groups often arise from a realisation that it is difficult to get everything done in one overall meeting of the Community Council. It is common for Community Councils to set up sub-groups to look at particular issues, or deal with work that has tight deadlines. An example of an ongoing issue would be planning, which requires inspection of the Weekly List of planning applications; this is because the deadline for responses can sometimes expire before the next Community Council meeting.

Sub-groups can prevent any one specific activity from overshadowing the agenda of a full Community Council meeting. In addition, a dedicated sub-group can focus on its specific project or task and spend more time on the detail, which can result in an increased achievement.

It then becomes important that there are good connections and feedback between the sub-groups and the full Community Council meeting. When a need for a sub-group has been identified, make sure that it has a clear remit for its work; what it can and cannot decide upon; and what has to be given final approval by the Community Council.

Remember the full Community Council holds ultimate responsibility for the recommendations and actions of the sub-groups, and therefore the full Community Council must agree any important decisions it makes.

## **5.8 Venues for meetings**

All meetings of Community Councils are open to members of the public and wherever possible should be held in a venue contained within the Community Council boundary area (see Scheme clause 6.1).

Any meeting whether it is a regular meeting, sub-group meeting or AGM, benefits from a decent warm venue that is accessible & open for people arriving, with accompanying tea and coffee (if possible).

## **5.9 Quick checklist for meetings**

1. Do your meetings start on time and finish on time?
2. Do your meetings never or rarely exceed two hours in length?
3. Does everyone turn up? Or, if not, have they put in their apologies?
4. Has everyone prepared by reading previous minutes and being aware of the agenda?
5. Do minutes go out early after a meeting?
6. Are the minutes usually a short and accurate reflection of what went on and the main things stated and if necessary agreed?
7. Are the action points on them clearly stated?
8. Are they sent to everyone who should see them?
9. Does the Chair or other member e.g. Associate Members follow up in between meetings to see what progress is being made and that people are geared up to report back at the next meeting?
10. Does the Chair work with the Secretary and any others to set the agenda ahead of the next meeting?

## **5.10 Block Insurance Policy**

Your attention is drawn to the Block Insurance Policy being subject to scrutiny and review on an ongoing basis; therefore all insurance queries should be directed to your named contact officer within the City Council in the first instance.

Glasgow City Council currently facilitates a block insurance for Community Councils, the cost of which is deducted from the annual administration allowance. It is important that Community Councillors ensure that the public liability and other insurance protection provided by the local authority or additional policies taken out by them are adequate.

Community Councils are currently constituted as unincorporated bodies, and as such do not have limited liability status. The current block insurance for Community Councils does not include Indemnity Insurance i.e. providing legal exemption from penalties incurred through a Community Councillor's acts or defaults; the responsibility for a Community Councillor's actions and words lies solely with the individual. It should be made clear that Community Councillors should show due

diligence with their individual and collective conduct, use of social media etc. in the same way that they would personally. If the conduct of a Community Councillor is such that grounds are raised and substantiated by undisputable evidence for someone to consider a lawsuit, the onus is on Community Councillors to explain themselves.

All Community Councils are advised to confirm with their named contact officer at the City Council that any extra-curricular activities i.e. activities out with of regular meetings, are satisfactorily covered by the block insurance before proceeding.

Community Councils can consider raising funds from private and charitable sources for example the National Lottery 'Awards for All', or alternatively, Community Councils can consider establishing Community Development Trusts to give the community a vehicle for funding projects and taking a more proactive role in development.

If a relationship like that above is established, it is usually reflected in a formal connection between the Community Council and a Community Development Trust with the Community Council having nomination rights to appoint one of their members to the Trust.

### **5.11 General Data Protection Regulation – GDPR (see *Guidance Appendix 4*)**

The General Data Protection Regulation (GDPR) was implemented on Friday 25<sup>th</sup> May 2018. Glasgow City Council is required to provide information for all Community Councillors of what the City Council do with your information which has been, or will be, supplied when a formal Community Council Nomination Form is submitted to Glasgow City Council i.e.

1. Glasgow City Council will electronically and securely hold supplied information of Community Councillors because this is necessary for the City Council to carry out its functions under the provisions of the Local Government (Scotland) Act 1973 which supports the establishment of Community Councils;
2. Publication of any of this information on our website will be on the basis of consent e.g. the Community Council Public Contact List and meeting Schedule will only contain information which a Community Councillor has agreed to be included;
3. All prospective Community Council candidates are required to advise their Proposer and Secunder of how their respective information will be processed and retained to enable Glasgow City Council to carry out its statutory functions; and
4. A privacy statement will be provided alongside the formal Community Council Nomination Form for any prospective Community Council candidates.

The Privacy Statement pertaining to Community Councils and current / prospective Community Councillors within the Glasgow City Council boundary is included for your information as Appendix 4 to this Guidance. A copy of this Privacy Statement is also included on the City Council's website.

In addition to the Glasgow City Council Privacy Statement pertaining to Community Councils included as Appendix 4; there is also further guidance for Community Councils to consider in relation to any information and/or data that they may hold or process.

### **5.12 Promoting Equality**

Community Councils should take responsibility for ensuring their members' participation in the activities of their Community Council complies with equal opportunities legislation. UK laws cover discrimination on the basis of sex, marital status, sexual orientation, age, religion, race, colour, nationality, ethnic or national origins and disability (see *Guidance Appendix 3*).

As a Community Councillor it is important that you recognise from the outset that you are required to play a role in your Community Council. This means not simply offering your own views and opinions on local issues, or taking decisions that are based on your own self-interest.

The role of the Community Councillor is one that requires you to represent the views of your community. In practice, this will involve discussing issues with people in the community to clarify their views and assess the strength of their feelings on different topics.

It is also a good idea to encourage people to bring issues to you so that you can take them up at Community Council meetings. Try to check out the facts, however, before taking matters to the Community Council, and if there are two sides to the story, make sure that both of them are put forward. There is little point in taking up time at meetings to discuss problems that are based simply on misunderstandings or misrepresentations of the facts.

At some point it may be that you will find some conflict between your own personal views and interests and those of the community that you are representing. If such a situation does arise, make every effort to ensure that the views of the community take precedence. Experience shows that if the views of individuals on the Community Council are allowed to take priority then the community will very quickly lose confidence in the Community Council and its work may subsequently be devalued.

A task for any Community Council is to identify the needs and aspirations of its community and to take decisions that will lead to appropriate action in that community. At some point this might involve setting priorities on the competing or conflicting needs of different sections of the community.

Competition and conflict are normal in any community, so you shouldn't think of them as something that can be altogether avoided. What is important is that you approach competition or conflict in a fair and reasonable manner. This means taking a balanced view of your community's needs and aspirations and giving a fair hearing to representatives from different interest groups in your community, and any decisions should be balanced and be able to be justified.

## **6. Role of Office Bearers & Members**

### **6.1 The Chair**

The Chair has perhaps the most important single role to play in ensuring that Community Council meetings run smoothly, but even a good Chair will find the task challenging unless all the members of the Community Council give the role appropriate respect and support.

The Chair's job is to make sure that decisions are taken on all of the items that are on the agenda. In practice, this usually means that the Chair will have to make judgments about how much time to allocate to each agenda item. It also means that he or she may occasionally have to bring speakers back to the agenda and generally encourage people to make their contributions brief and to the point.

In regular meetings, the role of the Chair is a formal one; all speakers will be expected to address their comments through the Chair. This helps the Chair to keep control of the discussion. In meetings, where proceedings need not be so formal, the Chair may be content simply to steer the general direction of the discussion – this may be described as an enabling role. The extent to which a Chair adopts either of these roles will depend upon the circumstances at a particular time.

Perhaps most importantly of all, the Chair is expected to know the rules by which the Community Council functions, and ensure that at all stages of its work the Community Council is operating in accordance with the Governance for Community Councils i.e. the Scheme. In this context the Chair may be called upon to act as an arbiter when there is a disagreement about how the Governance should be interpreted.

For this reason, it is advised that a copy of the Scheme is at hand at every meeting of the Community Council, and that every member of the community can gain access to it. It is important to recognise that the Chair's role extends out with the meeting itself. The Chair may be called upon to act on behalf of the Community Council or to represent the Community Council in dealing with outside bodies. This role may also be delegated by the Community Council to other office bearers or members. It is advised that the Chair pro-actively shares 'courtesy' communication amongst the members should he or she be requested to act or attend an event on behalf of the Community Council between scheduled meetings.

Very often the Chair may be seen as the 'official' spokesperson for the Community Council and must be seen as authoritative and fair in all of their dealings with outside bodies, groups, individuals and the Press.

## **6.2 The Vice-chair**

The Vice-chair has no specific duties other than standing in for the Chair when he or she is unable to be present. The Vice-chair post can be a useful preparatory role for a future Chairperson, by 'shadowing' the current Chair, supporting the Chairperson in their role, and taking over some of the Chairperson's work load when necessary or when asked to. This would be particularly applicable where the Community Council has appointed sub-groups to work on specific topics.

## **6.3 The Secretary**

The Secretary should take responsibility for:

- Arranging the venue for meetings;
- Forwarding, and responding to, correspondence, as agreed by the Community Council;
- Compiling the agenda for meetings (in conjunction with the Chair);
- Distributing the agenda in advance of meetings i.e. at least 7 days before;
- Copying and distributing minutes in advance of the next meeting, by post or email;
- Circulating a bullet point correspondence list to members along with the agenda;
- Taking minutes of meetings, or delegating this to a dedicated Minute Secretary;
- Liaison with officials of the local authority and other public bodies;
- Public relations, dealing with the media (the Community Council may decide to delegate this role to the Chair, or a dedicated media representative).

To be successful, a Community Council must have an energetic and conscientious Secretary prepared to put in the necessary time and effort. It is more than desirable for all members, but especially the Chair, to spread the Secretary's load by, for instance, delegating some of his or her responsibilities to other members.

It is bad policy to overload your Secretary - you might find difficulty getting volunteers! The duties may be allocated to more than one person, for instance having someone to act as Minute Secretary i.e. taking minutes at meetings; the circulation of minutes remains however, the responsibility of the Secretary – with support from all other members!

It may be considered essential by the Community Council that the Secretary has the necessary skills and capacity to fulfill their responsibilities e.g. access and knowledge of ICT; word-processing and photocopying facilities; and a familiar and confident user of the Internet, emailing and ideally social media.

## 6.4 The Treasurer

The Treasurer is responsible for banking matters relating to receipt of the annual Administration Allowance; Discretionary Grant Funding; third party funding and donations; and issuing cheques and making payments on behalf of the Community Council.

The Treasurer must manage the bank account; and account for all funds received, and ensure money is only spent in a manner which meets the objectives and approval of the Community Council and its members, as recorded in the formal minutes.

The Treasurer must maintain the Community Council's financial records so that they can disclose, with reasonable accuracy at any time, the financial position of the Community Council.

All cheques issued should be signed by at least two of three persons appointed to act as signatories by the Community Council members. These appointments need to be recorded in the minutes, and notified to the bank in writing. It is necessary to have more than two authorised signatories, in the event of someone being unavailable at short notice. It should be a given that the Treasurer needs to be one of the three bank signatories. As a general rule, Treasurers should avoid paying out money except by cheque. This makes accounting for expenditure much easier.

The Treasurer must keep proper accounts of all receipts and expenditure and prepare an Annual Statement of Accounts. Community Councils need to use an independent, external competent person to verify the accounts. This need not be a professional accountant, but should be someone who has some relevant knowledge and/or is considered competent by Glasgow City Council, e.g. the book-keeper of a local community centre, local housing organisation (LHO), or housing association.

The statement of accounts must be formally approved at the scheduled AGM held in October each year, when the Treasurer must report and answer any questions raised by members or the public. When certified and approved, accounts should be sent to Glasgow City Council, as part of the process of consideration to receive the annual Administration Allowance for the appropriate year (see Scheme section 8).

The standard form of words for the Treasurer's Certificate is: *"I certify that the above accounts have been prepared by me and accurately reflect the financial provisions relating to the financial period ....."* (see Guidance Appendix 1).

## 7. Working Strategically

There are two ways of working available to any Community Council on any given issue. It can choose to play a reactive role or it can choose to play a proactive role.

### 7.1 The reactive role

Some Community Councils believe that their primary responsibility is to react efficiently to the issues and matters that are brought to them by members of their community; and to correspondence coming in from public bodies' e.g. Local Authority departments.

A view that could be taken by Community Councils is, if a problem or complaint is brought before the Community Council, then something will be done about it. In such circumstances the agenda would be made up almost entirely of issues such as street lighting needing repair, grass that needs cut, etc. Clearly these are issues of importance to the community, and therefore matters which need to be resolved.

Working in this way is reactive in the sense that individuals and organisations outside the Community Council set the Community Council's agenda.

## **7.2 The proactive role**

Some other Community Councils see it as their job, in addition to responding to issues such as those mentioned above, to facilitate an approach that does not wait for problems and issues to be brought before it. Rather, it would set out to identify the various issues that it thinks might affect the community, both in the short and longer term.

Having identified those issues as best it can, it would then proceed to set out some priorities for the community and the Community Council. This involves thinking what actions the Community Council might play in making things happen.

## **7.3 Examining what is going on inside and outside the community**

The first step is to take a careful look at the ways in which your community and local environment might be improved. Examine the needs that are apparent in the community, gather the evidence which supports the needs, and try to identify any related hopes and ambitions, based upon these needs, that could be translated into reality.

Then have a look at what is going on in the outside world. What are the major opportunities or threats? You might consider the likely impact of matters such as the availability of funding in this category. How could your Community Council take full advantage of the opportunities available, or take action to minimise the impact of any threats?

## **7.4 Reviewing the options**

The next stage is to set out all of the possibilities, all of the things that the Community Council might get involved in to benefit the community. These are your strategic options and they need to be carefully considered before deciding which particular options to pursue. Try to be clear about how much time, energy and resources would have to be put in to the various options, and establish whether or not those could be justified in terms of the outcome that you would want to achieve.

## **7.5 Making strategic decisions**

Once you are satisfied that you have examined all of the options open to the Community Council it is possible to start taking decisions about which options offer most benefit, or make most sense given the circumstances. Effectively this means choosing a direction for the Community Council to pursue. Direction is important for any organisation since it allows the people involved to share a vision of where they are going (see Guidance clause 1.1 and Constitution clause 3a).

Once you have chosen the overall direction, try to consult widely within your community. Find out whether people in general are behind you, and try to identify any particular concerns that they might have. By consulting early there is a greater likelihood that the community as a whole will be supportive of any action that the Community Council subsequently takes. It also helps to minimise the risk that the Community Council moves in a direction that might alienate the wider community. It may also galvanise the community, identify skills and contact in the wider community, and allow proactive actions to be taken by and for the wider community.

## **7.6 Setting the objectives**

Once you are clear about what the overall vision is, it is easier to set an aim and specific objectives. For example, if your chosen aim is to improve the cleanliness of the area, then your objectives might be as follows:



- to make local people aware of the issues;
- to involve local schoolchildren in projects; and
- to carry out specific clean-up projects.

## 7.7 Developing the Strategy

When the objectives are clearly set out you can then consider the things that need to be done in order to achieve them. This requires you to think about which actions are likely to be the most effective in the particular circumstances of your Community Council; a Strategy can help to achieve this, which is a way of simply setting down the steps to be taken in order to meet the objectives, achieve the aim, and ultimately fulfill the vision.

## 8. Report Writing

If there is a particular issue which your Community Council feels strongly, you may want to write up a short report so that your fellow Community Councillors can make themselves familiar with it. Some people find the thought of writing a report quite daunting. However, writing a report can be very simple if you approach it in the right way; suggested stages of report writing are set out below:

### 8.1 Stage 1 - Planning the report

The first thing to do is to write down on a piece of paper why you are writing the report. You should try to become clear about what it is that you are trying to achieve by writing a report. Are you merely trying to inform your fellow councillors about something or are you trying to influence them to take a particular decision on an issue?

Once you are clear about what it is that you want to achieve it is much easier to decide how to set about the task. Remember, very few people want to read reports just for the sake of it!

The next thing to do is to decide what information you will need to include, in order to achieve your objective. The golden rule here is to make sure that you include no more information than is absolutely necessary. You can always supply additional information if anyone asks for it!

### 8.2 Stage 2 - Preparing the report

Having decided what you want to include you will then have to gather your information. This might involve taking statements from people, or doing some research of records. The important thing is to try to make sure that your information is accurate and balanced. People are seldom persuaded by a one-sided report; and remember the following points:

- Don't put in too many statistics as people generally find statistics hard to swallow (these can be put in an Appendix);
- Keep your sentences short and 'punchy', and try to avoid using long words and formal language that you would not normally use;
- Start with an introduction that explains in a nutshell what the report is about;
- Go on to develop your ideas in the main body of the report then do a short summary;
- Finish off with a conclusion that sets out clearly what it is that you are recommending the Community Council to do about the matter.

## 9. Media & Publicity

### 9.1 Dealing with the Press

From time to time it may be advisable to issue a formal press release stating the Community Council's views or clarifying facts. This is particularly important when a controversial issue divides the community or when, in the opinion of the Community Council, their discussions have been either incompletely reported or misrepresented in the media.

As a Community Councillor, someone may approach you at some time from the Press who is looking for a story. Alternatively there may come a time when, for whatever reason, you decide that you want to take information to the Press. In either case it is important that you recognise how the Press operates so that you can gain maximum benefit and avoid some of the common pitfalls.

The Press has two major priorities:

- to get 'copy'; that is to say, material to fill up newspaper columns;
- to get good 'stories', that is to say, articles that have a human-interest value and which sell newspapers, which includes lightening up the contents of the newspaper.

When you are dealing with someone from the Press it is likely that they will make a quick assessment as to which category your information falls into, and this assessment is likely to be important in determining what actually happens to the information that you pass over. By giving your information a 'human interest' dimension it may be possible to get much fuller coverage than would be otherwise possible.

For example, if you wanted to publicise an event in your community you might simply pass details of the event over to a local paper. Alternatively, you might write a short article on the person who is organising the event and the particular problems that have been encountered on the way. If you choose the first option it is likely that the information will be tucked away in a corner of the paper where not many people will notice it, whereas if you choose the second option you may find that a fairly lengthy article appears with a photograph alongside.

The primary concern of the Press is to sell newspapers and that means providing news and information that people will want to read. So try to make sure that you are providing material that will interest people as well as simply informing them.

Perhaps the best way to interest the Press is to issue a formal 'Press Release', which at its most effective is probably a half to three-quarters page of A4. It can be issued to both local and regional newspapers and on occasion may interest national papers. Don't forget local radio and television stations.

You should also keep in mind that journalists have the power to edit news items. In practice this means they can put an emphasis on particular words or events that you may not have intended and in this way the message that you were trying to convey may end up getting distorted. The solution is to try to ensure that you choose your words carefully; knowing that anything you say could end up as a headline. It is not difficult to make the headlines in a local paper, but it is sometimes difficult to live with the headlines that you make!

Try to remember the constraints that local newspapers work under. They have tight deadlines to meet so make sure that you submit your copy in plenty of time. They also appreciate information and articles that can be printed without a lot of cutting and reorganising so try to make sure that the information you provide is to the point.

## 9.2 Handling Press interviews

If a journalist is interviewing you it is necessary to be particularly careful about what you say. It is easy to be caught off guard and to say something that you didn't really mean. Be very wary about off the record comments because these may end up being attributed to you.

The best approach is to think out what you want to say before the interview starts. If that means taking a few minutes to prepare your thoughts, do so. Try to be clear about what sort of message you want to convey, and make sure that it doesn't get lost during the interview (what happens to that message later on is in the hands of the journalist!). If you are unclear, ask them to call back later, and do your research e.g. by checking with the Chair or Secretary before you commit yourself to comment.

Be aware that spreading erroneous or inaccurate information or indulging in abusive criticism of other parties, can not only devalue what may have been a reasonable case, but could also invoke legal action for defamation. Note: there is no provision of cover against claims of defamation contained within the block insurance for Community Councils (correct at date of writing).

## 9.3 Keeping people informed

It is worth remembering that a regular information source about the work of the Community Council is what communities read in the Press. For this reason, it is a good idea that Community Councils make every effort to pass good quality information to the local Press. The more informed the community are about local issues, the greater the likelihood that they will want to get involved in what's going on.

## 9.4 Using Social Media & Creating Websites (see Guidance Appendix 5)

Social media is a part of our culture now, and it's important to take advantage of these new mediums.

- **Facebook Pages** are essentially profiles for organisations. A 'Page' allows your Community Council to have a public Facebook presence, which is visible on search engines such as Google, and can act as an extension of your own Community Council website;
- **Gmail** is Google's free Web and cloud-based email service. Gmail offers more than 10GB of free storage with the ability to upgrade to a larger storage capacity on demand. Gmail offers spam protection, phone calling, searching, chat for your Community Council. It is simple to configure for use;
- **Twitter** is an online social networking service and microblogging service that enables its users to send and read text-based posts of up to 280 characters, known as "tweets". It was created in March 2006 by Jack Dorsey and launched that July. The service rapidly gained worldwide popularity, with over 328 million users as of January 2018, generating over 500 million tweets and handling over 1.6 billion search queries per day. It has been described as the SMS [text message] of the Internet;
- Creating a Website Using **WordPress** is free to use. You need to register for an account on WordPress.com and agree to abide by the Terms of Service. WordPress has evolved throughout the years into a versatile content management system (CMS). WordPress currently powers 24% of all websites on the internet including Time Magazine; Google; Facebook; Sony; Disney; LinkedIn; The New York Times; CNN; eBay, and more.

## 9.5 Social Media Policy (see Guidance Appendix 6)

Social media such as Twitter, Facebook, Google+, YouTube and blogging represent a growing form of communication, allowing engagement with your community and the public more easily than ever before.

However, it is also an area in which rules and boundaries are constantly being tested. Putting a policy in place for the appropriate use of social media to increase engagement, can also protect your reputation.

The Community Council should nominate a Communications Officer to co-ordinate and manage social media content on behalf of the Community Council. The Communications Officer will oversee expansion of social media although all passwords and access should be shared amongst at least 3 members of the Community Council – but remain accessible by all members should this be required.

Members and volunteers may, from time to time, and where appropriate, post on behalf of the Community Council using the organisation's online social media profiles. This should only be done with the express knowledge and authorisation of the Communications Officer (who has been granted delegated authority by the Community Council and which has been clearly minuted within the formal approved Community Council minute).

The reputation of the Community Council is first and foremost, and this involves maintaining a safe and friendly environment for its members. From time to time social media forums may be hijacked by trolls or spammers, or attract people who attack other contributors or the organisation aggressively. In order to maintain a pleasant environment for everybody, these posts need to be moderated and/or removed if deemed appropriate to do so.

## **10. Divergent Views (see Code of Conduct for Community Councillors)**

### **10.1 Dealing with conflict**

Working in a Community Council may not, at first sight, appear to have much to do with 'politics'; indeed all Community Councils are required to act as non-political bodies at all times. However, it has to be recognised that the work of Community Councils does at times concern the exercise of power, albeit at a very local level. For example, there is the power to:

- get things done in the community;
- take issue with other tiers of government;
- advise on allocating resources within the community.

Wherever power is exercised there is always the possibility of conflict developing. This may be because individuals and organisations find themselves competing for access to the same resources in the community. Or it may be simply that individuals or organisations wish to demonstrate their ability to wield power and influence in the community.

But whatever the reason, conflict can break out from time to time even in the most peaceful of communities. When it does it is important to know how to deal with it effectively so that major rifts do not develop in the community.

Because community harmony is so important, Community Councils need to ensure that, as far as possible, they exercise their power in a fair and reasonable manner. They should also try to ensure that they work in a tactful and diplomatic manner, liaising and consulting with individuals and other organisations in the community wherever possible.

### **10.2 Conflict within Community Councils**

It also has to be recognised that conflict can break out within Community Councils, just as in any other part of the community. It may be that conflicts are imported into the context of the Community Council from outside, or it may be that conflict breaks out because of a particular issue that is on the agenda. In any case it is useful to think about dealing with such conflict before you actually find

yourself in the situation. This gives you a chance to work out a strategy before you get caught up in the emotion of the event.

### 10.3 Personality clashes

Conflict which relates to a clash of personality is perhaps the most difficult to deal with because the actual issue over which the clash takes place may simply provide an opportunity for the parties to demonstrate their strongly opposing views. Where this is the case they may be less concerned with reaching agreement or getting through the Community Council's agenda than with addressing their own personal agenda.

Such personality clashes can make other Community Councillors feel uncomfortable, and can prove damaging in the long term to the work of the Community Council. In this situation it is worthwhile remembering that it is not usually possible to change a person's personality. What can be changed, however, is their behaviour, that is, what they actually do.

If there are certain things which someone is doing that cause conflict in the group e.g. rudely interrupting other people, or monopolising the discussion, it may be possible to find a way of persuading that person to change his or her behaviour. This can sometimes be achieved by the use of appropriate pointers, aimed at making the person aware of the behaviour that other people find offensive. At other times it may be necessary to try to persuade the Chair to intervene more forcefully so as to prevent that behaviour leading to conflict.

In any case it is generally a good idea for Community Councillors to talk about how they feel about 'difficult' behaviour, otherwise there is a danger that communication will break down and conflict may eventually emerge in an even more damaging form e.g. Community Councillors resigning and/or leading to an established Community Council becoming entirely undermined.

### 10.4 Conflict over community issues

Another form of conflict that you might come across in meetings relates to the particular community issues on the agenda, rather than to more general clashes of personality. From time to time issues will arise that some Community Councillors feel particularly strongly about. This may be because of their personal beliefs or values, or it may be because they are representing the strong views that are held in sections of the community.

If you do find yourself in this sort of conflict it is important to show that, even if you don't see things in the same way as others, you do recognise that they feel strongly about the issue, and you understand what their concern is.

You should then explain your feelings on the matter, being firm but friendly, trying wherever possible to find concerns that you share with them. Then move on to the areas where you differ and try to use their ideas as a base on which to build a solution that is acceptable to all concerned e.g. *"I understand your concern about X and think that it's something that we ought to do something about. However, I would want to approach the problem from a different angle because I think that Y is important too. Why don't we do Z, which will meet your concerns about X and my concerns about Y?"*

In this way it is possible to demonstrate to other people that you are able to listen to other people's ideas as well as presenting your own. By demonstrating your ability to listen you will also increase the likelihood that other people will listen to you.

In all types of conflict a Community Councillor arriving at the meeting 'fired up' about a particular issue is unlikely to act constructively or agree compromise. An experienced Chair will, as early as possible, allow both sides ample time to state their case and then try to broker a compromise.

Planning issues can often arouse considerable ill-feeling and/or conflict, and are potentially divisive. It is important that all sides are given the opportunity to make their views known and the role of the Chair can be crucial in managing a difficult situation. Depending on the circumstances, it may be useful to hear representations from prospective developers and from those that are either supporting or objecting to development proposals. It is important that equal opportunity is given to all sides and in these circumstances in relation to speaking time; number of questions asked etc.

## **11. Sources of Funding & Accounting Procedures**

### **11.1 Area Partnerships**

Community Councils can apply to the appropriate Area Partnership for additional funding e.g. for a festival/gala/community event.

Community Councils which apply for such funding should keep a separate account/budget header for the festival/gala as best practice and these accounts must also be audited as part of the Community Council accounts and submitted to the City Council.

The festival/gala account/budget header must show all income generated for the gala and all expenditure incurred, not simply that expenditure covered by the City Council allowance. The City Council acknowledges that in holding a festival/gala the Community Council may generate income and incur expenditure in excess of the funds provided by the City Council.

### **11.2 Other sources**

Community Councils may generate income from sources other than the City Council. This income may also be applied towards expenditure not covered by funding awards made by the City Council. The accounts of the Community Council will however disclose all income from whatever source it is obtained and will show all expenditure even where it is not simply the expenditure of the City Council Administration Allowance and/or additional discretionary funding. It is common that any such sources of funding of this nature are likely to be committed and/or restricted.

### **11.3 Bank accounts**

The Community Council should nominate 3 unrelated members (see Constitution clause 14f and Scheme clause 8.3) to act as signatories to the Community Council bank accounts. All cheques and withdrawals should require two from these three signatures (one signatory should be the Treasurer). Any changes to authorised signatories should be approved by the Community Council and minuted in the first instance.

The level of cash held should not be excessive and the Community Council should ensure that banking is made when the level of cash held reaches £50.00. Any petty cash should be held in a lock-fast container and stored securely. All income received should be banked and should not be used directly to meet expenditure. If funds are required for incurred expenditure they should either be paid by cheque or alternatively cash should be withdrawn from the bank.

Once banking has been made, all records should be retained and checked by the Treasurer against the bank statement or bank book to ensure that the income has been credited correctly.

### **11.4 Expenditure**

All expenditure must be approved in advance by the Community Council. All expenditure must be accompanied by proof of purchase, either an expenditure voucher or receipted invoice. Receipts should be given a sequential number and filed accordingly.

Details of the expenditure can be recorded in a cash book as soon as the expenditure is incurred. Where a receipt is not available, the person making the purchase should complete a form stating the nature of the expenditure. The form should be authorised by two of the three 'signatory' members of the Community Council. A current account will normally be used for day to day transactions.

The Treasurer should await the bank statements and once received should carry out a bank reconciliation to ensure that the bank balance agrees with the balance recorded in the cash book. All bank statements should be retained.

Where petty cash is issued, all petty cash vouchers should be signed by the person requesting the money and countersigned by the Treasurer and one other authorised signatory - this must not be the person who is requesting the expenditure. All receipts for items of expenditure should be retained and attached to the appropriate petty cash voucher.

Reimbursement of travel expenses should only be available to persons on official Community Council business. Claimants should submit a detailed record of dates, times, destination, reason for travel and mode of transport. Reimbursement of travel expenses (for example bus, taxi, train, parking fees etc.) should only be awarded if accompanied by an appropriate receipt.

Where travel is by car, a detailed record of distances travelled should be submitted for reimbursement to be considered. Proof of the average miles per gallon could be used to calculate an appropriate rate of claim for mileage covered on Community Council business. Claimants should sign and date any claims for travel allowance and submit this to the Treasurer.

If the Community Council requires telephone calls to be made, reimbursement of expenses can be made at the discretion of the Community Council. The person making the claim should submit the itemised telephone statement highlighting the calls claimed. Reimbursement will be authorised by the Community Council.

### **11.5 Annual Accounts (see Guidance Appendix 1)**

An annual statement of accounts, including all income and expenditure, must be prepared at the end of the Community Councils' financial year i.e. from 1 September until 31 August in the following year, thus providing the entire month of September leading up to the regular October AGM and/or Election meetings to prepare the accounts for approval.

The statement must be audited by a person unconnected with the Community Council. The audited accounts must be presented to the Community Council and the original signed copy passed to Glasgow City Council immediately after the October AGM (see Scheme clauses 8.4 & 8.5).

### **11.6 Inventory**

The Community Council must maintain an inventory detailing all the assets of the Community Council. The inventory should be updated on an ongoing basis (see Scheme clause 8.7).

## **12. Summary**

To summarise, the work and operational methods of Community Councils can be varied, and can lead to Community Councils interpreting their role in the community by carrying out tasks such as:

- environmental projects – clean up days, for example;
- organising local galas in partnership with other local groups;

- printing and distributing local newsletters, and running dedicated Community Council websites;
- conducting local surveys and campaigning on local issues;

It should not be forgotten, however, that the main purpose of your Community Council is to represent the views of your community. Given the current broad legislative remit of Community Councils, the scope for their potential for future development remains substantial.



# Glasgow City Council

## Annual Accounts for Community Councils



NAME Community Council; page 1 of 2

Independently Examined Accounts for period: 1 September 20-- to 31 August 20--

(see Scheme clause 8.1)

<b><u>ITEMISED INCOME</u></b>	<b>£</b>
Balance carried forward from previous year	▪
Bank interest	▪
Administration Allowance	▪
Discretionary Grant	▪
*Other external funding	▪
*Other self-generated income	▪
<b><i>TOTAL INCOME</i></b>	

\*PLEASE SPECIFY:

<b><u>ITEMISED EXPENDITURE</u></b>	
Insurance ( <i>deducted at source</i> )	▪
Accommodation costs	▪
Stationary	▪
Photocopying	▪
Postage	▪
Telephone	▪
Circulation of agendas and minutes	▪
Travel expenses	▪
Independent Examiner's Fees	▪
**Other expenses and expenditure e.g. newsletters; small items of equipment; activities which build Community Councils' capacity etc.	▪
<b><i>TOTAL EXPENDITURE</i></b>	

\*\*PLEASE SPECIFY:

**NOTE:**

Accounts must be submitted to Glasgow City Council in accordance with clause 8.4 of the Scheme and clause 14j of the Constitution (also note Scheme clause 8.5).

NAME Community Council; page 2 of 2

Independently Examined Accounts for period: 1 September 20-- to 31 August 20--

<b>TOTAL INCOME</b>	<b>£</b> <b>20--/--</b>	<b>£</b> <b>20--/--</b>
Balance carried forward from previous year		
Bank interest		
Administration allowance		
Discretionary grant		
Other self-generated income		
<b>TOTAL</b>		

<b>TOTAL EXPENDITURE</b>		
Insurance ( <i>deducted at source</i> )		
Accommodation costs		
Independent Examiner's Fees		
Stationery		
Photocopying		
Postage		
Telephone		
Circulation of agendas and minutes		
Travel expenses		
*Other expenses and expenditure e.g. newsletters; equipment etc.		
<b>TOTAL</b>		

\*PLEASE SPECIFY:

<b>BALANCE SURPLUS</b>		
<b>Represented by:</b>		
Cash in bank		
Cash in hand		
*Other		
<b>TOTAL</b>		

\*PLEASE SPECIFY:

The above statement has been compiled from the available records, books and explanations;

- Name (please print) \_\_\_\_\_
- Organisation \_\_\_\_\_
- Designation / Position \_\_\_\_\_
- Address & Post Code \_\_\_\_\_
- Phone or Email \_\_\_\_\_
- Signature (**Examiner**) \_\_\_\_\_ Date \_\_\_\_\_

Statement countersigned on behalf of the Community Council by;

- Signature (**Treasurer**) \_\_\_\_\_ Date \_\_\_\_\_
- Signature (**Chair**) \_\_\_\_\_ Date \_\_\_\_\_

# Glasgow City Council

## Health & Safety Statement for Community Councils



## Health & Safety Statement

All Community Councillors, regardless of whether they are an office bearer or nominated representative, should take responsibility for ensuring that they take reasonable care to avoid injury to themselves and others whilst undertaking business on behalf of the Community Council e.g. attending meetings; conducting public meetings; attending conferences, seminars etc.

### **The Health and Safety at Work etc. Act 1974 states that:**

*“It shall be the duty of every employee while at work to take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts or omissions at work.”*  
*“As regards any duty or requirement imposed on their employer or any other person by or under any of the relevant statutory provisions, co-operate with them, as far as is necessary, to enable that duty or requirement to be performed or complied with.”* *“No person shall intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare in pursuance of any of the relevant statutory provisions.”*

Although the above may not immediately strike Community Councillors as being relevant to them, the principles contained within the Act do have resonance i.e. principally *“take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts or omissions”* and *“no person shall intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare”*.

### **All Community Councillors, regardless of status, should observe the following:**

- take reasonable care to avoid injury to themselves and others;
- report all hazards which they cannot eliminate or control themselves to the appropriate person;
- use all equipment owned by the Community Council safely and in accordance with the instructions;
- cease any activity or leave any area where there is serious/imminent danger to themselves or others;
- seek first aid treatment for any injury sustained;
- report all accidents, incidents or near misses to the appropriate person;
- co-operate in joint consultation on Health and Safety matters, and accept the need for safety training when appropriate;
- co-operate directly and fully with any investigation into the circumstances of any incident in which they, or the Community Council, are involved.

# Glasgow City Council

## Equalities Statement for Community Councils



## Equalities Statement

Achieving equality and diversity on Community Councils is important for local communities. Community Councils are required to respect all walks of life, and be a sensitive and understanding community based representative structure. Community Councils should support people to be themselves so that they can fully participate and better reflect the diversity of local communities.

Community Councils are committed to:

- Challenging and eliminating discrimination, harassment and victimisation;
- Advancing equality of opportunity and improving the diversity and make up of its members;
- Generally raising local awareness of equality and diversity.

Nominations are welcomed from everyone in the community and should only be considered on candidates' abilities to represent their community. Vacancies on Community Councils are advertised in the local areas, and on the Community Council pages on the Glasgow City Council website.

**When a member of the local community submits a nomination form to join a Community Council, they are agreeing to conform to the requirements of Glasgow City Council's core Governance for Community Councils which includes the Scheme, Constitution, Code of Conduct, Standing Orders, Annual Self-Assessment (RAG Analysis) and General Public: Complaints Procedure.**

The Governance contains commitments for Community Councils to uphold equalities, and states that it shall be a duty of every Community Council to ensure that its general responsibilities and activities are carried out fully in accordance with current Equalities Legislation.

The Community Councils' objectives include promoting the well-being of the community and to foster community spirit, as well as fairly expressing the communities' views and diversity of opinions. Respect and objectivity are key principles that Community Councils, and their members, have a responsibility to make sure they are familiar with, and that their actions comply with these, along with the Code of Conduct in its entirety.

From time to time, Glasgow City Council (or a Community Council), may undertake information gathering based upon equalities. Information being sought may include age, gender, ethnicity, disability and sexual orientation etc. Providing this information would be optional and may be anonymous, and if there's something individuals don't wish to provide, then they can choose not to disclose that information.

Information will be strictly confidential and not shared with any third parties. Information will only be used to analyse the diversity of Community Council members and to identify possible 'equalities gaps'. Anonymous equalities information could be circulated amongst Community Councils to help them identify any actions which best support the existing Community Council members, and address any areas of underrepresentation from local communities.

# Glasgow City Council

## General Data Protection Regulation





## **(1) Glasgow City Council Privacy Statement for Community Councils and current / potential Community Councillors within the Glasgow City boundary.**

### **Who we are:**

Glasgow City Council is a local authority established under the Local Government etc. (Scotland) Act 1994. Its head office is located at City Chambers, George Square, Glasgow G2 1DU, United Kingdom, and you can contact our Data Protection Officer by post at this address, by telephone on 0141 287 1055, and by email at: [dataprotection@glasgow.gov.uk](mailto:dataprotection@glasgow.gov.uk)

### **Why do we need your personal information and what do we do with it?**

You are giving us your personal information to allow us to process Nomination Forms to become / be a Community Councillor within the Glasgow City Council boundary. We also use your information to verify your identity where required, contact you by post, email or telephone and to maintain our records.

### **Legal basis for using your information:**

We provide these services to you as part of our statutory function as your local authority. You can find more details of our role on our website at [www.glasgow.gov.uk/privacy](http://www.glasgow.gov.uk/privacy). Processing your personal information is necessary for the performance of a task carried out in the public interest by the council.

**If you do not provide us with the information we have asked for then we will not be able to provide this service to you and you would be unable to become a Community Councillor within the Glasgow City Council boundary.**

### **Who do we share your information with?**

We are legally obliged to safeguard public funds so we are required to verify and check your details internally for fraud prevention. We may share this information with other public bodies (and also receive information from these other bodies) for fraud checking purposes. We are also legally obliged to share certain data with other public bodies, such as HMRC and will do so where the law requires this. We will also generally comply with requests for specific information from other regulatory and law enforcement bodies where this is necessary and appropriate. Your information is also analysed internally to help us improve our services. This data sharing is in accordance with our Information Use and Privacy Policy and covered in our full privacy statement on our website. It also forms part of our requirements in line with our Records Management Plan approved in terms of the Public Records (Scotland) Act 2011.

### **How long do we keep your information for?**

We only keep your personal information for the minimum period amount of time necessary. Sometimes this time period is set out in the law, but in most cases it is based on the business need. We maintain a records retention and disposal schedule which sets out how long we hold different types of information for. You can view this on our website at [www.glasgow.gov.uk/rrds](http://www.glasgow.gov.uk/rrds) or you can request a hard copy from the contact address stated above.

### **Your rights under data protection law:**

- **Access to your information** – you have the right to request a copy of the personal information that we hold about you.
- **Correcting your information** – we want to make sure that your personal information is accurate, complete and up to date. Therefore you may ask us to correct any personal information about you that you believe does not meet these standards.
- **Deletion of your information** – you have the right to ask us to delete personal information about you were:

- I. you think that we no longer need to hold the information for the purposes for which it was originally obtained
- II. we are using that information with your consent and you have withdrawn your consent – see *Withdrawing consent to using your information* below
- III. you have a genuine objection to our use of your personal information – see *Objecting to how we may use your information* below
- IV. Our use of your personal information is contrary to law or our other legal obligations.

**Objecting to how we may use your information** – You have the right at any time to tell us to stop using your personal information for direct marketing purposes.

**Restricting how we may use your information** – in some cases, you may ask us to restrict how we use your personal information. This right might apply, for example, where we are checking the accuracy of personal information that we hold about you or we are assessing the objection you have made to our use of your information. This right might also apply if we no longer have a basis for using your personal information but you don't want us to delete the data. Where this right is realistically applied will mean that we may only use the relevant personal information with your consent, for legal claims or where there are other public interest grounds to do so.

**Withdrawing consent to use your information** – Where we use your personal information with your consent you may withdraw that consent at any time and we will stop using your personal information for the purpose(s) for which consent was given. **If consent is removed then you will no longer be able to serve as a Community Councillor within the Glasgow City Council boundary.**

Please contact us as stated above if you wish to exercise any of these rights.

#### **Information you have given us about other people:**

If you have provided anyone else's details on the Nomination Form, or other Community Council related paper work, please make sure that you have told them that you have given their information to Glasgow City Council. We will only use this information to confirm that your nomination/s to become a Community Councillor, or representative on related structures, within the Glasgow City Council boundary is valid and these records would be held electronically and subject to the aforementioned retentions policy. If they want any more information on how we will use their information they can visit our web site at [www.glasgow.gov.uk/privacy](http://www.glasgow.gov.uk/privacy) or email [dataprotection@glasgow.gov.uk](mailto:dataprotection@glasgow.gov.uk).

#### **Complaints:**

We aim to directly resolve all complaints about how we handle personal information. If your complaint is about how we have handled your personal information, you can contact the Council's Data Protection Officer by email at [dataprotection@glasgow.gov.uk](mailto:dataprotection@glasgow.gov.uk) or by telephone on 0141 287 1055.

However, you also have the right to lodge a complaint about data protection matters with the Information Commissioner's Office, who can be contacted by post at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. By phone on 0303 123 1113 (local rate) or 01625 545 745. Visit their website for more information at- <https://ico.org.uk/concerns>

If your complaint is not about a data protection matter you can find details on how to make a complaint on our website at [www.glasgow.gov.uk/complaints](http://www.glasgow.gov.uk/complaints)

#### **More information:**

For more details on how we process your personal information visit [www.glasgow.gov.uk/privacy](http://www.glasgow.gov.uk/privacy)  
If you do not have access to the internet you can contact us via telephone to request hard copies of our documents.

**(2) Further guidance for Community Councils to consider in relation to any information and/or data that they may hold or process.**

**Privacy statement for XXXX Community Council**

1. **Who we are:** XXXX Community Council was first established under the Local Government (Scotland) Act 1973. Thereafter, the Local Government etc. (Scotland) Act 1994, which produced the current system of unitary local authorities, made the provision for the continuation of community councils.
2. **How your personal information helps us to fulfil our General Purpose:** By providing us with your contact details, you can help us *“to ascertain, co-ordinate and express to the local authorities for its area, and to public authorities, the views of the community which it represents, in relation to matters for which those authorities are responsible, and to take such action in the interests of that community as appears to it to be expedient and practicable.”*  
(Local Government (Scotland) Act 1973 section 51, 2)

We may also use your information to verify your identity where deemed appropriate, contact you by post, email or telephone and to maintain our records.

3. **Legislative basis for using your information:** We aim to fulfil our General purpose as part of our statutory function as your local Community Council. You can find more details of our role by contacting XXXX.

Information is also available at [www.glasgow.gov.uk/communitycouncils](http://www.glasgow.gov.uk/communitycouncils)

4. **What might we do with your information?** We will not share your personal information with any third parties unless we secure your full permission to do so in the first instance.

Information may be analysed internally to help us to reach all communities within our boundary area. It could also help us to improve our engagement and representation of the whole community.

We will normally keep your personal information for the purposes it was collated for. The Scottish Council on Archives (in their capacity as an advisory body on local authority records management) does not specify a retention period for Community Councils, although it is considered appropriate for any records to be reviewed and/or confidentially deleted at the end of the Community Council's 4-yearly cycle, or sooner should the Community Council decide to do so.

**5. Your rights under data protection law:**

- **Access to your information** – you have the right to request a copy of the personal information that we hold for you at any time.
- **Correcting your information** – we want to make sure that your personal information is accurate, complete and up to date. Therefore you may ask us to correct any personal information about you.
- **Deletion of your information** – you have the right to ask us to delete personal information about you (at any time) were:
  - V. we no longer need to hold the information for the purposes for which it was originally obtained.
  - VI. you have an objection to our use of your personal information e.g. you have the right at any time to tell us to stop using your personal information for marketing and/or promotional purposes of the Community Council.

- VII. we are using that information with your consent and you have withdrawn your consent – see *Withdrawing consent to using your information* below.
- VIII. Our use of your personal information is contrary to statutory role and/or General Purpose.

- 6. Withdrawing consent to use your information** – where we use your personal information with your consent you may withdraw that consent at any time and we will stop using your personal information for the purpose(s) for which consent was given.

Please contact us as stated in section 3 if you wish to exercise any of these rights.

- 7. Restricting how we may use your information** – you may ask us to restrict how we use your personal information e.g. where we are (1) checking the accuracy of personal information that we hold; (2) an objection you have made to our use of your information; (3) if we no longer have a basis for using your personal information but you don't want us to delete the data.

Where a restriction is applied, we may only use the relevant personal information with your consent.

- 8. Information you have given us about other people** – if you have provided anyone else's details as part of your correspondence, please make sure that you have told them that you have given their information to XXXX Community Council and provide them with this Privacy Statement for Guidance.

We will only use their information to contact them if it becomes necessary as part of your enquiry or request, or in the event of an emergency.

- 9. Complaints** – we aim to resolve any complaints about how we handle personal information as quickly as possible. If your complaint is about how we have handled your personal information, you can contact the Community Council's Secretary by XXXX.

Appendix 6 of the Scheme of Establishment for Community Councils 2018 provides the 'General Public: Complaints Procedure for Community Councils'.

Should you be dissatisfied with the response from the Community Council to your complaint, you may consider contacting the Community Councils' Support Officers at Glasgow City Council. Their contact details are as follows:

- Lawrence O'Neill      [Lawrence.ONeill@glasgow.gov.uk](mailto:Lawrence.ONeill@glasgow.gov.uk)      0141 287 4109
- Steven Dowling      [Steven.Dowling@glasgow.gov.uk](mailto:Steven.Dowling@glasgow.gov.uk)      0141 287 4111

**NOTE:** you also have the right to lodge a complaint about data protection matters with the Information Commissioner's Office, which can be contacted by post at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. By phone on 0303 123 1113 (local rate) or 01625 545 745. You may also visit their website for more information at - <https://ico.org.uk/concerns>

# Glasgow City Council

## Use of Social Media for Community Councils



## Using Facebook

- **Facebook Pages v. Groups**

Facebook is an important tool for Community Councils. It's a good way to connect with residents, introduce the CC, and to reach out to people who may wish to give their views but find it difficult to attend meetings.

Social media is a part of our culture now, and it's important to take advantage of these new mediums. With that in mind, there are a few different account types to be aware of and use to get the most out of Facebook.

- **A Note on Facebook Profiles**

If you already have your own Facebook profile, it might be tempting to set one up for your Community Council. While this method is fast and easy, it is important to note that Facebook actively searches for and deletes Profiles representing organisations. This is because Profiles were designed solely to represent an individual, and not an organisation or a group. In addition, groups and pages provide more tools which will help your organisation flourish on Facebook. With these things in mind, skip the urge to create a profile, and take a look at **pages** and **groups** instead.

- **Facebook Pages**

Facebook Pages are essentially profiles for organisations. A Page allows your Community Council to have a public Facebook presence, which is visible on search engines such as Google, and can act as an extension of your own Community Council website.

Facebook Pages have administrators (Admins), which are Facebook users who have been given permission to post on behalf of the Community Council. When Admins post content to the Page's timeline, by default the posts show up as the Page's name and not as the Admin's. You can also customize the name of your Page as *facebook.com/yourcommunitycouncil*

Another advantage of Pages is a feature called *Insights*. Facebook Insights are analytics on who is interacting with content on your Page. Facebook Insights are only available to Pages, which is a key reason to use a Page for your Community Council.

One limitation to be aware of with Pages is that you cannot send a Message to all of the users who like your Page in the same way you can with a Profile or Group. You are limited to posting status updates on the Page which will then appear in the News Feed of your audience.

- **Facebook Groups**

Groups are better used for smaller collections of people and generally have a more personal feel to them. Groups have the advantage of customised privacy through public or invite-only access. You are also able to send Messages to members of a Group, which is helpful for coordinating group activities or discussions. In addition, Groups allow individuals to schedule events and even share documents with other members.

Unlike Pages, though, Groups cannot have their own Facebook URL which can make it more difficult to find in search engines. You must be logged in to Facebook to be able to see the Group or to join the Group. Another notable difference is that when owners of the Group post, they show up as their personal Profile rather than showing up as the Group.

- **Groups and Pages - Using Both**

One way that Community Councils can take advantage of both sets of features (Page and Group) is to create a Page to start for their Community Council as a whole, then set up a Group for a specific target audience like local residents or for all members of the Community Council.

- **Creating a Facebook Page**

Facebook Pages enable public figures, businesses, organisations and other entities to create an authentic and public presence on Facebook. Pages are visible to everyone on the internet by default. By becoming a fan, any Facebook user can receive Page updates in their News Feed.

To create your Facebook page, go to <https://www.facebook.com/pages/create.php> and select Local Business or Place. You can then fill in the name and address of your Community Council.

- **Profile Picture**

You can add a picture of your Community Council logo which will be associated with every post you make as the Community Council. To do this, you can either upload one from your computer, or link to one from your Community Council website. (Note: This step can be skipped, although it is recommended as it will make your website more visually appealing).

- **About**

Add a brief description of your Community Council in the About Section. Remember, a Facebook Page is by default viewable by anyone on the internet. Think about making your description outward facing, so people unfamiliar with Community Councils will feel welcome.

- **Facebook Web Address**

You can create a unique web address for your Page which will make visiting the page easier for visitors. Don't try to get too fancy with a long Web Address here, the goal is to make something easy to type for your users.

Once you have completed this section, your Facebook Page will be created. Now, you will want to Edit the page and add some content to attract attention to your page!

- **Editing a Facebook Page**

Once your Facebook Page has been created, you will be walked through the page setup. After you read through the "Getting Started" suggestions, getting your new Page up to speed can be broken down into two categories:

- Editing your Page and Building your Audience;
- Editing the Page Settings Customising the Look

The first thing you will want to do after creating your Page is make it unique to your Community Council / Organisation.

- **Cover Photo**

One of the best ways to do this is by adding a cover photo which will immediately make the page your own. A cover photo is the large image across the top of your Page. This can be an image of your area or something that people associate with your community.

For the best quality cover photo, upload an image that's 851 pixels wide, by 315 pixels tall. This will ensure that your image does not get squished in either direction on your Page.

- **Profile Picture**

It is also important to add a profile picture for your Page, if you did not do this in the initial setup. Your Page's profile picture will be shown next to messages and images you post to your Page. In the same way that your Cover Photos should represent your Community Council, your profile picture should be something unique to your Community Council/organisation.

Profile pictures are square, being displayed at 160 pixels wide, by 160 pixels tall. You can upload a picture that is larger than this, and Facebook will allow you to specify a portion of the image to use.

- **Editing the Settings**

You will notice a menu bar across the top of your page with buttons for both 'Editing your Page' as well as 'Building your Audience'.

**Update Info:** This section allows you to make changes to the basic information of your Facebook Page. This includes the Name, Address, Description, and general information about your Page. The more information you can include in this section, the more your users will get out of your Page.

- **Manage Permissions**

This section allows you to lock down your Page from general Facebook users. This includes the ability to hide your entire Page from Facebook, restrict the ability for users to post comments/images on your Page, and the ability to block Profanity. Since everyone can view a Page by default, it is a good idea to lock down the ability for users to post to your Page as well as implement a profanity blacklist to prevent unwanted comments from being added to your Page.

- **Admin Roles**

You can assign different users access to work on your Page through this section. Each admin user can have a different role depending on what they will have access on your page. If you have multiple people in the Community Council who want to help with the page, it is a good idea to setup the users with different tasks/roles to spread the work out in the Community Council. The following roles are available for your administrators:

- **Manager** - Can manage admin roles, send messages and create posts as the Page, create ads, and view insights.
- **Content Creator** - Can edit the Page, send messages and create posts as the Page, create ads, and view insights.
- **Moderator** - Can respond to and delete comments on the Page, send messages as the Page, create ads, and view insights.
- **Advertiser** - Can create ads and view insights. You can read more about Ads in the Building your Audience section below.
- **Insights Analyst** - Can view insights. You can read more about Insights in the Building your Audience section below.

- **Manage Notifications**

You can adjust email notifications in this section, to specify if you want to receive email notifications about your Page.



- **Use Activity Log**

The Activity Log shows you a timeline of the events which have happened relating to your Page. This is a good way to track what has happened on your Page from its creation to present day.

- **Claim this Page**

By 'Claiming' your page, you prevent anyone else from coming to your page and allowing them to become an administrator without your consent. In order to claim your page, you will need to show proof that you are an authorised representative of your Community Council. This can be done with an email address connected to your official website (i.e. you@yourcommunitycouncil.com) or through a scanned document connecting you to the organisation.

- **Use Facebook as "Your Page"**

Using Facebook as your Page allows you to post comments and items as Your Page itself. This way, when users view the content which you post, it will appear to come from your Community Council or organisation rather than yourself. This is a good way to make the community more interactive. You can tell when you are using Facebook as your Page by looking at the Name and Icon on the right side of the Top Bar. Make sure that this is set to the correct user before trying to make a post from your personal account.

- **Building Your Audience**

Building Your Audience begins with inviting people to become a fan of your Page. You have the option to invite your friends on Facebook, as well as invite people by email address. Inviting friends from Facebook is easy, all you have to do is click on **Invite Friends...** and then check the box for each friend who you want to see your Facebook Page.

For people who aren't on Facebook, you have the option to send them an email telling them about the page. Once they receive the email, they will be invited to join Facebook so that they can interact with your Page.

In addition to cultivating your Facebook community, getting **likes** on your Facebook Page also helps by unlocking some useful features on your Page as well, such as **Insights**.

- **Insights**

Insights provide Facebook Page owners with statistics about their content. You are able to track how many active users your Page has, the amount of Likes on your various content, how many people are talking about your Page, and your total reach to Facebook users.

Once your Page has received 30 Likes you will have access to Insights. This is another reason it is important to build a community around your Facebook Page. By looking at your insights, you can see how people respond to your content, and cater your posts to your viewers. It is important to keep your Page updated regularly. You will be able to see the effect of letting your page go un-updated in your Insights as well, as the viewership will drop off.

- **Advertising**

If you would like to spend a little money to get your Page more views, you can create advertisements for your Page. Advertisements can either link to your Page itself, or a specific story (such as a post about your upcoming Festival or Gala Day). Advertisements on Facebook can be targeted to different audiences, so this can be a great way to spread the word for different events at your Community Council.

To create an Ad, go to <https://www.facebook.com/advertising> and click Create Ad. You will then be walked through a three step process of creating and tailoring your ad for your targeted goal. First, you will choose an ad for your entire Page or specific content.

Next, you will be able to select many different options for targeting your Advertisement to people such as a specific location, interests, language, or connection to other Users/Pages. The last step for creating an Ad is to setup a Pricing Schedule. You can either pay by "Clicks" or "Impressions".

- **Creating a Facebook Group**

While Pages were designed to be the official profiles for entities, such as celebrities, brands or businesses, Facebook Groups are the place for small group communication and for people to share their common interests and express their opinion.

Groups allow people to come together around a common cause, issue, or activity; they may express objectives, discuss issues, post photos, and share related content.

To create your Facebook Group, go to <https://www.facebook.com/about/groups/> and click Create Group. The next page will give you some initial options for creating your Facebook Group:

- **Group Name**

This will be the Title of your group. It can be anything, but it is a good idea to give your Group a meaningful name. If you are making a Group for your Community Council, make sure the Community Council name is in the title as well.

- **Members**

The members are the focus of any Group. While you can add members (and have them request to join) after setting up the Group, you must add at least one member during the setup.

- **Privacy**

- **Open:** This can be good for a general purpose Group. The members and content written by the group is visible to the general public. If you are planning on posting a lot of pictures from activities, and other Community Council content which you don't want visible by anyone on Facebook, consider the next two privacy options.
- **Closed:** This option is good for discussion based content, or for sub-groups working on a particular task or project. The list of members is visible but the content being posted is only visible to those in the Group.
- **Secret:** This option provides the maximum privacy. Only members of the Group are able to see that it exists, who's in it, and the content that is posted. You will have to add each member to the Group, as they won't be able to search for it on their own.

Your last step will be to choose an icon for your Group. This is a small graphic which will be associated with your page. You can skip this step if you'd like, and this can be changed later from your Group's Setting page.

Once you have completed this section your Facebook Group will be created. Now you can begin adding content to attract your users to your Group!

- **Using a Facebook Group**

Once your Facebook Group has been created, you will be taken to your Group's home page. Along the top you will see the Profile Pictures of the members of your group, followed by a menu bar:

- **Your Group**

This is the Home Page of your Group. It resembles a user's wall and functions much the same way. You can post content (articles, messages, images, links) which will then be visible to all members of your Group. This is also what members will first see when visiting your page.

- **About**

The About page shows a list of all of your members as well as a description of the Group. Your description can be anything, but it is a good idea to include a mission statement, so that joining members will know the purpose of the Group.

- **Events**

This section is a great way to plan future events. You can create an Event for a specific day, with a specific purpose, and send an invitation to every member of your Group to attend. You can then keep track of who can come and send any changes or updates to those members.

- **Photos**

Photos allows you to upload pictures relating to your Group. You can create galleries for your different events so that all of your members can see them. This is a good way to keep the images centralize, as opposed to waiting for individual members to upload their own images to their own pages and tagging each member.

- **Files**

If you have any documents related to your Group, you can now add them to Facebook. This could include registration forms, flyers, or other information for your group. Remember that this is stored on Facebook's servers, so any sensitive information may be best left off of the site.

- **Editing the Settings**

Facebook Groups are very flexible. Once they are created, you can still change many of the properties to fit an evolving Group. To do this, click on the Settings button followed by Edit Group Settings. On the Edit page you can change the Name of the Group, the Privacy settings, how members are approved, the **Group Address**, the Description of the Group, and Posting Permissions. A Group Address allows you to create an email address which will send an email to every member of your group. This can be handy when sending out an update which should reach every member of your Group.

### **How to Create a Gmail Account for a Community Council**

Gmail is Google's free Web and cloud-based email service. Gmail offers more than 10GB of free storage with the ability to upgrade to a larger storage capacity on demand. Gmail offers spam protection, phone calling, search and chat for your Community Council. It is simple to configure for use by a group.

#### **Step 1**

Open your Internet browser and navigate to the Gmail website <https://mail.google.com/>

#### **Step 2**

Select "Create an Account."

**Step 3**

Enter the appropriate information in the following fields: Name, User Name, Password, Birthday, Gender, Mobile Phone and Email Address. When configuring a Gmail group account, the person configuring the account may use their first and last name.

**Step 4**

Select "I agree to the Google Terms of Service and Private Policy."

**Step 5**

Click "Next Step" and add a profile photo if applicable.

**Step 6**

Click "Next Step" and "Continue to Gmail." Login with the new group Gmail account and validate access.

**Step 7**

Share the Gmail account and password with your group for group access

**Guide to Using Twitter**

- **What Is Twitter?**

Twitter is an online social networking service and microblogging service that enables its users to send and read text-based posts of up to 280 characters, known as "tweets". It was created in March 2006 by Jack Dorsey and launched that July. The service rapidly gained worldwide popularity, with over 328 million users as of January 2018, generating over 500 million tweets and handling over 1.6 billion search queries per day. It has been described as "the SMS [text message] of the Internet."

Over 15 million users are signed up in the UK with a significantly high proportion under 25 years old.

- **How can it help your Community Council?**

A Twitter page can be used by any Community Council as long as they are willing and receptive to engage with their community in this way. Twitter can be used on computers as well as on smartphones and mobile devices which can provide a useful platform to engage in a quick, effective way. It is an especially useful tool for getting a brief message out to a wide audience, so publicising a community event, promoting a special offer in the local shop, requesting volunteer support or communicating in a community emergency are the types of activity that could all be carried out via Twitter.

Once the page is set up (a step by step guide on how to go through the process is included in the next section) and residents are signed up, you have a platform to broadcast short messages, share pictures, advertise events and update local information and news.

- **How do you set up a Twitter page?**

Going to [www.twitter.com](http://www.twitter.com) will take you to the sign-up page, enter your name, email and password and this will take you to the Join **Twitter today screen**. Select your user name, it will provide you with a list of available ones; accept the Terms and Conditions and click **Create my account**.

Once logged in, Twitter will take you through a few steps to get you following categories and people from your email contacts.

'Following' is how you will receive updates from people as it is essentially the same as subscribing to news updates from someone.

You will be faced with various prompts when setting up your Twitter account. Twitter helps you try and find people and categories to follow to start you off. This might be of some use in giving inspiration on whom to follow, although you can easily just skip through each step.

- **How do you post a tweet?**

Posting a tweet is very simple.

Clicking in the **Compose new Tweet** box will open up the box to enable you to type your tweet. Remember you only have 280 characters to use here so it needs to be short and concise.

Also, here you can see data on the number of tweets you have posted, the number of people following you and the number of followers you have.

- **Re-tweets (RT)**

Re-tweeting means a follower of your Twitter feed can re-post your message onto their Twitter feed. It will then be read by this person's followers, therefore reaching a wider audience. You can also re-tweet other people's messages. Hovering the mouse or cursor over any tweet will display the options to **Reply** or **Re-tweet**.

- **Useful tactics - Hash tags or #tags**

Twitter defines a hash tag as "The # symbol, called a hashtag, is used to mark keywords or topics in a Tweet. It was created organically by Twitter users as a way to categorize messages."

People use the #tag in messages before a relevant keyword allowing it to become searchable and therefore visible to other users interested in the subject that it is referring to.

#tags are a very important tool on Twitter.

It is a powerful way of getting other people to read your tweet and can dramatically increase visibility and the size of your network. Twitter users often follow #tags that they are interested in, and the # often refers to a subject or something of interest, for example, #ccdisscussionforum, or #glasgow

A #tag can be anything; they can be included anywhere in your Tweet and will then be shown to all following the #tag.

For example, searching on #glasgow shows all tweets, from everyone on Twitter who has put #glasgow in their tweet

- **Mentions (@)**

A mention is when a Twitter @username is included anywhere within a tweet. It is a way of tagging or highlighting someone in your tweet.

Along with your followers, each user mentioned in the tweet will see it in their Twitter feed and it will also appear in their list of "Tweets mentioning". This is very useful, as it is a direct way of letting someone know you are talking about, or to them, even if they are not following you.

- **How do you increase followers?**

1. Tell people that you are on Twitter, add your Twitter name to contact details / email signatures etc.
2. Use the search option to find and follow people - Identify relevant people, groups, organisations in your area or business area and follow them, such as: Councils / Councillors / MPs / Police / Church and religious leaders / Schools Local businesses / cafes / restaurants / pubs / Charities / Youth Council members / Sports clubs / Local residents / local groups
3. #tags dramatically increase visibility and the size of your network.
4. Using @ in front of another users name will mean that they will be made aware that you are talking to or about them. E.g. @ddppbb1234 thanks for this document!
5. RT or Re-Tweet means that you can easily pass on other peoples Tweets to your followers.
6. Use Twitter to have a dialogue, not just to tell people about what is happening, but to respond to specific questions aimed at your organisation.
7. Make all Tweets interesting and relevant.
8. Make the experience interactive for your followers by including links to pictures, videos and interesting stories. You can use a web address (URL) to shorten sites so you do not use up all of your characters. [www.bitly.com](http://www.bitly.com) or [www.tinyurl.com](http://www.tinyurl.com) are free sites that allow you to enter a web address and they will convert it to a shorter version for you to post in your Twitter update.
9. Use slightly more informal language.
10. Tweet regularly, but not too often.

There is also a wealth of information on the internet about how to boost Twitter followers, such as the link below:

<http://wordpress-websitebuilder.com/4-tips-to-quickly-increase-twitter-followers/>

- **How do you manage the account?**

To make the page successful it does need some attention. Interesting tweets need to be uploaded on a relatively frequently basis.

Reviewing your page on a frequent basis and responding to comments is good practice, along with adding new content weekly. If this level of use seems daunting, logging on every couple of days would be adequate. This doesn't need to take a long time; quite often this can be done in a few minutes.

The key thing to remember with Twitter security is that it is an open site. Anyone could choose to follow you and see all of your Tweets, so whatever you Tweet, make sure that you are happy for this to be in the public domain. Always make sure you use a strong password to avoid anyone trying to hack your account.

All of the key information you need to know has been included in this document, however the link below is for the Twitter glossary which outlines each word or phrase and may be useful.

<https://support.twitter.com/articles/166337-the-twitterglossary>

## Creating a Website Using WordPress

- **Why Use WordPress?**

WordPress is free to use. You need to register for an account on WordPress.com and agree to abide by the Terms of Service.

WordPress has evolved throughout the years into a versatile [content management system \(CMS\)](#). WordPress currently powers 24% of all websites on the internet, including Time Magazine, Google, Facebook, Sony, Disney, LinkedIn, The New York Times, CNN, eBay, and more.

Website hosting, security, and backups are included.

Hundreds of free customizable themes and colour schemes are available.

WordPress websites can be integrated with Facebook, Twitter, Tumblr, and other social networks.

Popular features like sharing, stats, comments, and polls are included. There's no need to install plugins.

Online support and the WordPress.com support forums are available 24/7 via <https://en.support.wordpress.com/>

WordPress is mobile enabled, which means that websites are viewable on a range of devices including Tablets and mobile phones.

- **How Do I Create a WordPress website?**

To learn how to create a website using Wordpress.com, see the step by step guide listed at:

<https://learn.wordpress.com/get-started/>

# Glasgow City Council

## Social Media Policy for Community Councils





## NAME Community Council

### Policy on the appropriate use of Social Media – adopted INSERT DATE

#### 1. Introduction

- 1.1 Social media such as Twitter, Facebook, Google+, YouTube and blogging represent a growing form of communication, allowing engagement with your community and the wider public more easily than ever before.
- 1.2 However, it is also an area in which rules and boundaries are constantly being tested. This policy acts to increase our engagement while protecting our public reputation.

#### 2. Purpose

- 2.1 The Community Council seeks to encourage information and link-sharing amongst its membership, the community, and volunteers, and seeks to utilise the expertise of its members and volunteers in generating appropriate social media content.
- 2.2 At the same time, social media posts should be in keeping with the image that the Community Council wishes to present to the public, and posts made through its social media channels should not damage its reputation e.g. there should be no posts which could bring the Community Council's apolitical status into question.
- 2.3 The Community Council may choose to engage widely with communities using social media such as:
- Twitter
  - Facebook
  - Google+
  - WordPress/Blogger
  - YouTube/Vimeo
  - iTunes/Podcasting
- 2.4 Due to the fast-moving nature of social media and the constant development of new social media programs, it is important that this policy and its procedures be reviewed at regular intervals.
- 2.5 The Community Council may seek to grow its social media base and use this to engage with existing and potential members, the wider community, potential funding sources and other stakeholders. At the same time, a balance must be struck which avoids placing the Community Council's reputation at risk.
- 2.6 In respect of the above, the Community Council would draw the attention of all parties to section 2.2 above, and clauses 12 through 16 (inclusively) of the Scheme of Establishment for Community Councils.

#### 3. Core Policy

- 3.1 The Community Council's social media use shall be consistent with the following core values:
- **Integrity:** The Community Council will not knowingly post incorrect, defamatory or misleading information about its own work, the work of other organisations, or individuals. In addition, it will post in accordance with relevant organisations' Copyright and Privacy policies. In addition, the Community Council will not knowingly post (or enable postings

from third parties), which do not comply with its commitment to Equal Opportunities and apolitical activities.

- **Professionalism:** The Community Council's social media represents the collective Community Council membership and should seek to maintain a professional and uniform tone at all times. Community Council members may, from time to time and as appropriate (e.g. as previously agreed and minuted by the collective membership of the Community Council), post on behalf of the Community Council using its online profiles.
- **Information Sharing:** The Community Council encourages the sharing and reposting of online information that is relevant, appropriate to its aims, and of interest to its members.

#### 4. Responsibilities

4.1 The Community Council should consider nominating a Communications Officer to co-ordinate and manage social media content on behalf of the Community Council. The Communications Officer will oversee expansion of social media although all passwords and access should be shared amongst at least 3 members of the Community Council.

4.2 The members (amongst whom passwords and access have been shared) may, from time to time and where appropriate, post on behalf of the Community Council using its online social media profiles. This should only be done with the express knowledge and authorisation of the Communications Officer and/or the collective membership of the Community Council.

4.3 The Communications Officer has ultimate responsibility for:

- Ensuring that all posts are in keeping with the Community Council's core Social Media Policy;
- Ensuring appropriate and timely action is taken to correct or remove inappropriate posts (including political, defamatory and/or illegal content) and in minimising the risk of a repeat incident;
- Ensuring that appropriate and timely action is taken in repairing relations with any persons or organisations offended by an inappropriate post;
- Moderating and monitoring public response to social media, such as blog comments and Facebook replies, to ensure that trolling and spamming does not occur, to remove offensive or inappropriate replies, or caution offensive posters, and to reply to any further requests for information generated by the post topic.

4.4 It is important to maintain the balance between encouraging discussion and information sharing, and maintaining a professional and appropriate online presence.

#### 5. Delegation

5.1 Social media is by nature a 24/7 operation; as such, such responsibilities as outlined above may be delegated by the Communications Officer to other appropriate members of the Community Council.

#### 6. Processes

6.1 Before social media posts are made, Community Council members should ask themselves the following questions:

- Is the information I am posting, or reposting, likely to be of interest to the members and community?
- Is the information in keeping with the objectives (see clause 3 of the Constitution) of the Community Council?

- Could the post be construed as an attack on another individual, organisation or project?
- Would the Community Council's funders be happy to read the post?
- If there is a link attached to the post, does the link work, and have I read the information it links to and judged it to be an appropriate source?
- If reposting information, is the original poster an individual or organisation that the Community Council would be happy to associate itself with?
- Are the tone and the content of the post in keeping with other posts made by the Community Council? Does it maintain the organisation's overall tone?

6.2 If there is any uncertainty about whether a post is suitable, it should not be posted (or enabled to be posted) until the item has been reviewed by the Communications Officer. A few moments spent checking can ensure that the Community Council's integrity is not compromised.

## 7. Damage limitation

7.1 In the event of a damaging or misleading post being made, the Communications Officer should be notified as soon as possible, and the following actions should occur:

- The offending post should be removed;
- Where necessary, an apology should be issued, either publicly or to the individual or organisation involved;
- The origin of the offending post should be explored and steps taken to prevent a similar incident occurring in the future e.g. blocking posts which do not comply with the Scheme and/or this policy on acceptable use of social media (see sections 8.4 & 8.5 of this policy).

## 8. Moderating social media

8.1 The reputation of the Community Council is first and foremost, and this involves maintaining a safe and friendly environment for its members. From time to time social media forums may be hijacked by trolls or spammers, or attract people who attack other posters or the Community Council aggressively. In order to maintain a pleasant environment for everybody, these posts need to be moderated.

8.2 Freedom of speech is to be encouraged, but if posts contain one or more of the following, it may be time to act:

- Excessive or inappropriate use of swearing;
- Defamatory or aggressive attacks on the Community Council, other individuals, organisations, projects or public figures;
- Breach of copyrighted material not within reasonable use, in the public domain, or available under Creative Commons license;
- Breach of data protection or privacy laws;
- Repetitive advertisements;
- Topics which fall outside the realms of interest to members and the community, and which do not appear to be within the context of a legitimate discussion or enquiry.

8.3 If a poster continues to post inappropriate content, or if the post can be considered spam:

- Remove the post as soon as possible;
- If possible/appropriate, contact the poster privately to explain why you have removed the post and highlighting the Community Council's appropriate use of social media policy;
- Ban or block the poster to prevent them from posting again.

8.4 Banning and blocking should be used as a last resort only, and only when it is clear that the poster intends to continue to contribute inappropriate content. However, if that is the case, action must be taken swiftly to maintain the welfare of other social media users.

8.5 The decision to block, ban and remove posts ultimately lies with the Community Council, but the Communications Officer can take a preliminary view and present this to the Community Council members for further consideration.

# Glasgow City Council

## Discretionary Grant Fund (DGF) for Community Councils

includes approved:

**Guidelines & Conditions**  
**Application Form**  
**Glasgow City Council Checklist**



## **GUIDELINES & CONDITIONS**

### **Guidelines**

1. Glasgow City Council (GCC) has agreed to the provision of a discretionary grant fund which is only open to applications from Community Councils. The fund is limited and any awards made will be solely at the discretion of GCC.
2. The fund will be known as 'The Discretionary Grant Fund (DGF) for Community Councils in Glasgow'. The absolute maximum grant that can be awarded in any one year to any one Community Council in Glasgow is £400.
3. The maximum DGF that a Community Council can request in a financial year is £400. More than one application per Community Council (up to this maximum) may be considered. DGF should be spent within the financial year it is awarded.
4. Applications which can indicate secured sources of match funding may be considered to demonstrate a widened level of support from the local community and/or service providers; and could serve to strengthen the application.
5. It is considered by GCC, as way of providing examples, that the DGF may support;
  - (a) Community Council newsletters;
  - (b) small items of equipment (GCC may request an inventory of existing equipment);
  - (c) activities which build Community Councils' capacity;
  - (d) attendance at conferences and/or seminars which meet 5c and are approved by GCC;
  - (e) registration as 'data controllers' with the Information Commissioner's Office (ICO).
6. The above examples are not exhaustive; although it should be clearly understood by all applicants that all proposals need to demonstrate a direct relationship to the objectives (see Constitution) of Community Councils.
7. Applications to the DGF shall be made in advance i.e. before any activities and expenditure are undertaken. Retrospective DGF awards will not be made.
8. Applications to the DGF can be made at any time throughout the year; however DGF awards should be spent within the Community Council's financial year it is awarded.
9. All applications will be subject to availability of funds and consideration by GCC; which will endeavour to reach a decision on applications within 4 weeks from the date of receipt of the application form.

### **Conditions**

10. The DGF award by GCC is for the specific purpose of supporting the 'Proposal' and 'Costings' stated in the application form. The award may only be used for this approved purpose, and no changes to this purpose may be made without the prior written consent of GCC.
11. The DGF award may not be used for any purpose which has a detrimental effect on the environment, is immoral or illegal, or any other purpose the effect of which is reasonably considered by GCC to be likely to cause harm or offence to members of the general public (including but not limited to any purpose which promotes smoking or tobacco products, alcoholic drinks, and/or pornography), or which is contrary to the objectives of Community Councils as outlined in the 'Scheme of Establishment for Community Councils'.
12. GCC must be satisfied that Community Councils submitting an application to the 'The Discretionary Grant Fund (DGF) for Community Councils in Glasgow' are judged to be

conforming to the Scheme of Establishment for Community Councils and the Constitution i.e. submitted minutes up to date; no accounts outstanding; Constitution signed and returned.

13. A Community Council must provide a complete breakdown of costs relating to its proposal within the application form; both for the amount that is being requested from the DGF; and any amounts relating to sources of match funding.
14. The Community Council will provide information or financial records relating to the DGF funded activities to GCC when requested to do so. Separate and in addition to this, the Community Council's independently examined annual statement of accounts should include clear reference to DGF grant income and expenditure.
15. An independent examiner should be appointed to verify the annual statement of accounts and must not be related to any member of the Community Council and should not have any responsibility for the day to day financial administration of the Community Council.
16. Prior to presenting an award from the DGF, consideration will be given to a Community Council's surplus cash balance in its account(s). Where it is established that a Community Council has available to it uncommitted surplus funds, it will be advised to withdraw the application and utilise the existing funds accordingly. Thereafter, consideration will be given to future DGF applications.
17. To enable GCC to make accurate considerations, all copies of correspondence which clearly identifies alternative funding income ring-fenced for specific purposes should be submitted along with a completed application form.
18. Any underspend of a DGF award should be returned to GCC immediately following the deadline of all activities outlined in the original proposal. However, should a Community Council wish to utilise underspend for an additional or alternative proposal; then the proposal should be submitted in writing to GCC for consideration at the earliest opportunity and before any additional or alternative activity takes place.
19. The Community Council must ensure that the support of GCC and any funding partner(s) is acknowledged in all promotional material including leaflets, brochures, posters, advertisements, plaques, signs and press releases and in any publication produced by the Community Council; copies shall be submitted to GCC if requested to do so.
20. To enable GCC to comply with the provisions of the Local Government Act 1986 (as amended) the Community Council must give and hereby gives a positive assurance that its activities do not promote or pose a view on a question of political controversy which is identifiable as the view of one political party.
21. Applications can be emailed in the first instance. However, no DGF awards will be made on solely emailed applications; a hard copy of the application signed by the Chairperson and one other office bearer must be received by GCC before any awards can be made.
22. A decision by a Community Council to submit an application for a DGF award must be recorded in the minute from the meeting the decision to do so was agreed; a copy of the minute should accompany the application form.
23. The delegated authority leading to a final decision for DGF awards to be made to a Community Council rests with the Community Empowerment Services Manager on behalf of Community Empowerment Services within Glasgow City Council.

24. All DGF application forms should be returned to the following address:

Community Engagement Officers (Sectors)  
Community Empowerment Services  
Glasgow City Council  
City Chambers, George Square  
Glasgow G2 1DU

Email: [lawrence.oneill@glasgow.gov.uk](mailto:lawrence.oneill@glasgow.gov.uk)

North East Wards 9 & 17 – 22  
North West Wards 13 – 16

[steven.dowling@glasgow.gov.uk](mailto:steven.dowling@glasgow.gov.uk)

South Wards 1 – 8  
North West Wards 10 – 12 & 23

25. This document is subject to ongoing review by Glasgow City Council.

26. Please complete electronically or in black ink.

27. Incomplete forms and/or missing copies of correspondence cannot be progressed.



**'The Discretionary Grant Fund (DGF) for Community Councils in Glasgow'****APPLICATION FORM****Contact Details**

<b><i>Date of application</i></b>	
<b><i>Name of Community Council</i></b>	
<b><i>Name of contact</i></b>	
<b><i>Daytime phone number</i></b>	
<b><i>Email</i></b>	

**Proposal**

<b><i>Please provide a brief description of how a DGF award would be utilised; see clause 5 of guidelines</i></b>	<i>e.g. if newsletter; no of issues; no of pages; no of copies etc.</i>
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**Funding**

<b><i>Total cost of proposal</i></b>	•
<b><i>Amount of DGF requested</i></b>	•
<b><i>Details of match funding: indicate whether match is secured or unsecured</i></b>	•

**Costings**

	<b><i>Item</i></b>	<b><i>Cost</i></b>
<b><i>Please provide an itemised breakdown of total cost of proposal</i></b>	•	•
	•	•
	•	•

**Finances of Community Council**

<b><i>Please indicate the current level of funds held in the Community Council bank accounts</i></b>	
<b><i>Administrative Allowance</i></b>	•
<b><i>Additional General Funds</i></b>	•
<b><i>Additional Ring-fenced Funds</i></b>	•
<b>TOTAL FUNDS HELD</b>	•

**Endorsements**

<b>List any local community /organisations / residents endorsements</b>	
<b>Name</b>	<b>Comments</b>
<b>List any locally elected members' endorsements</b>	
<b>Name</b>	<b>Comments</b>

**Community Council Minute – Decision Agreed**

<b><i>Please provide the date of the minute showing the decision to submit a DGF application</i></b>	
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**Additional Information**

<b><i>Please provide any additional information in support of this DGF application that you consider to be relevant</i></b>	
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**Signatures**

<b><i>This application should be signed by the Chairperson and <u>at least one</u> other Office Bearer</i></b>		
	<b>Signature</b>	<b>Date</b>
<b>Chairperson</b>		
<b>Secretary</b>		
<b>Treasurer</b>		
<b>Vice-chair</b>		

**For official use only; checklist to be completed by Glasgow City Council:**

Name of Community Council: \_\_\_\_\_

Named contact: \_\_\_\_\_

Date of receipt of application: \_\_\_\_\_

Signed hard copy received?:    yes             no

Background paperwork received?:    yes             no   
 (i.e. letters of award; minutes; other as requested)

Detail: \_\_\_\_\_

Match funding secured?:            yes             no

Detail: \_\_\_\_\_

Application relates to objectives?:    yes             no

Detail: \_\_\_\_\_

Minutes up to date?:            yes             no

Accounts in order?:            yes             no

Signed Constitution?:            yes             no

Detail: \_\_\_\_\_

Date of last DGF award: \_\_\_\_\_  
 (include amount and purpose of award)

Award to be made?:            yes             no   
 (amount awarded; or reason for refusal etc.)

Signed & Dated: \_\_\_\_\_

**(Community Empowerment Services Manager)**

# **Glasgow City Council**

## **Training & Development Modules for Community Councils**



**NOTE:** For Modules to proceed and be resourced and facilitated, confirmation of attendance by a minimum number of 10 Community Councillors must be received by the indicated closing date for responses (Note: Modules may be combined to achieve the minimum number of 10 Community Councillors for them to proceed).

All Modules will be run within the City Chambers Complex unless it is impracticable to do so.

MODULES & PROPOSED FACILITATION	SUGGESTED CONTENT	MODULE TIMELINES & CLOSING DATES
<p><b>(1) Governance for Community Councils – Big Picture</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• What are the key aspects of the:               <ul style="list-style-type: none"> <li>○ Scheme;</li> <li>○ Boundary Areas;</li> <li>○ Constitution;</li> <li>○ Code of Conduct;</li> <li>○ Standing Orders</li> <li>○ Annual Self-Assessment;</li> <li>○ General Public: Complaints Procedure.</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>
<p><b>(2) Support Arrangements for Community Councils</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• What are the key features of the:               <ul style="list-style-type: none"> <li>○ Guidance;</li> <li>○ Induction.</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>
<p><b>(3) Governance for Community Councils – Administration</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• What are key aspects of administration:               <ul style="list-style-type: none"> <li>○ Meetings;</li> <li>○ Minutes;</li> <li>○ Accounts;</li> <li>○ Reports;</li> <li>○ Budgeting;</li> <li>○ Fundraising;</li> <li>○ Discretionary grant Fund;</li> <li>○ Office Bearer Roles;</li> <li>○ Delegation and reporting back;</li> <li>○ Ex-officio and Associates' roles</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>
<p><b>(4) Self-assessment of You &amp; Your Community Council – Applying a SWOT Analysis</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• How can effectiveness be increased:               <ul style="list-style-type: none"> <li>○ What is the purpose of your Community Council;</li> <li>○ Why you became a Community Councillor;</li> <li>○ What are your aspirations;</li> <li>○ What support, skills and tools do you think you need to be effective;</li> <li>○ Gathering evidence of need;</li> <li>○ What does success look like;</li> <li>○ Setting out a vision;</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>

MODULES & PROPOSED FACILITATION	SUGGESTED CONTENT	MODULE TIMELINES & CLOSING DATES
<p><b>(5) Leadership</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• Leadership Training: <ul style="list-style-type: none"> <li>○ Envisioning and setting direction;</li> <li>○ Developing and enabling others;</li> <li>○ Project management;</li> <li>○ Alternative resourcing.</li> </ul> </li> <li>• Exercises to Develop your Organisation <ul style="list-style-type: none"> <li>○ Compare the priorities, operation and achievements of your CC to other CCs in Glasgow;</li> <li>○ Compare Glasgow with other Local Authority areas, with respect to the function of the CC system.</li> </ul> </li> </ul>	<p><b>Day:</b></p> <p><b>Date:</b></p> <p><b>Time:</b></p> <p><b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>
<p><b>(6) Legislation</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• What are the general purpose and powers of Community Councils (CC): <ul style="list-style-type: none"> <li>○ What does good CC democracy look like – contested elections;</li> <li>○ Responsibilities of CCs, and of Local Authorities re: 1973 Act etc;</li> <li>○ Community Empowerment Bill</li> <li>○ How can GCC and CCs jointly deliver outcomes</li> <li>○ Structure of City Council ‘Family’;</li> <li>○ How GCC goes about making decisions and the Scheme of Delegated Powers.</li> <li>○ The role of and relationship with Elected Members;</li> <li>○ Examples of successful partnership working between CCs and GCC departments.</li> </ul> </li> </ul>	<p><b>Day:</b></p> <p><b>Date:</b></p> <p><b>Time:</b></p> <p><b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>
<p><b>(7) Community Engagement – National Standards</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• The National Standards are: <ul style="list-style-type: none"> <li>○ Good-practice principles;</li> <li>○ Designed to support and inform the process of community engagement</li> <li>○ Monitoring quantity &amp; measuring quality;</li> <li>○ Improving what can happen</li> </ul> </li> <li>• The 7 National Standards include: <ul style="list-style-type: none"> <li>○ Planning;</li> <li>○ Working together;</li> <li>○ Methods;</li> <li>○ Communication;</li> <li>○ Inclusion;</li> <li>○ Support;</li> <li>○ Impact.</li> </ul> </li> </ul>	<p><b>Day:</b></p> <p><b>Date:</b></p> <p><b>Time:</b></p> <p><b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>

MODULES & PROPOSED FACILITATION	SUGGESTED CONTENT	MODULE TIMELINES & CLOSING DATES
<p><b>(8) Community Engagement – Discussion &amp; Feedback Tools</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• Feedback Tools - Methods &amp; Approach: <ul style="list-style-type: none"> <li>○ Active listening;</li> <li>○ Representing your community ;</li> <li>○ Acting as the voice of your community;</li> <li>○ Public/Open Meetings;</li> <li>○ Negotiations with residents;</li> <li>○ Surveys, consultations, questionnaires, newsletters;</li> <li>○ Community Needs Assessment;</li> <li>○ Focus Groups;</li> <li>○ Online Forums;</li> <li>○ Gathering evidence;</li> <li>○ Walkabouts;</li> <li>○ Dealing with the findings;</li> <li>○ Marketing and publicity;</li> <li>○ Social media</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>
<p><b>(9) Community Engagement – Press &amp; other Media</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• How to deal with the Press and other Media: <ul style="list-style-type: none"> <li>○ Dealing with the Press;</li> <li>○ Handling Press interviews;</li> <li>○ Keeping people informed;</li> <li>○ Using social Media;</li> <li>○ Managing social media.</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>
<p><b>(10) Representation – Effective Community Engagement</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• How to strengthen representation with effective community engagement: <ul style="list-style-type: none"> <li>○ Communicating with constituents, and raise your profile, see Module 7;</li> <li>○ Setting direction, priorities and take decisions based on evidence of local opinion. How to get that evidence, see Modules 5, 7 &amp; 8;</li> <li>○ Ensuring your CC is representative of the community – both in its makeup and in the views it expresses on behalf of the community;</li> <li>○ Build relationships with partner organisations and work together;</li> <li>○ Strengthen relationships with support services.</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>
<p><b>(11) Representation – Community Planning Partnership</b></p> <p><b>Facilitation – to be confirmed</b></p>	<ul style="list-style-type: none"> <li>• Community Planning Partnership: <ul style="list-style-type: none"> <li>○ GCPP Governance;</li> <li>○ Role of Community and support arrangements, Partners' roles;</li> <li>○ Function of Area and Sector Partnerships, Glasgow CPP Strategic Board;</li> <li>○ Youth Unemployment / Alcohol / Vulnerable People / Thriving Places / Participatory Budgeting;</li> <li>○ Community Empowerment and Participation Requests</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>

MODULES & PROPOSED FACILITATION	SUGGESTED CONTENT	MODULE TIMELINES & CLOSING DATES
<p><b>(12) Representation</b> – Community Planning Partnership</p> <p><b>Facilitation</b> – to be confirmed</p>	<ul style="list-style-type: none"> <li>• Community Planning Partnership: <ul style="list-style-type: none"> <li>○ GCPP Governance;</li> <li>○ Role of Community Representatives and support arrangements;</li> <li>○ Partners' roles;</li> <li>○ Area Partnerships, Sector Partnerships, and the Glasgow CPP Strategic Board: Functions / Processes / Priorities;</li> <li>○ Youth Unemployment / Alcohol / Vulnerable people / Thriving Places / participatory Budgeting;</li> <li>○ Community Empowerment and Participation Requests</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>
<p><b>(13) Representation</b> – Spatial Planning Process</p> <p><b>Facilitation</b> – to be confirmed</p>	<ul style="list-style-type: none"> <li>• Planning Process: <ul style="list-style-type: none"> <li>○ Basic introduction to planning law;</li> <li>○ CC rights and powers;</li> <li>○ Introduction to Glasgow's Local Development Plan;</li> <li>○ Planning Advice Notices 40 and 47, 3/2010;</li> <li>○ How GCC and CC could work together;</li> <li>○ Assessing the impact of decisions.</li> </ul> </li> <li>• Planning Process - Development exercises: <ul style="list-style-type: none"> <li>○ Make contact with GCC planning officer designated for your area. Understand Glasgow City Plan specifics for your area;</li> <li>○ Compare CC - local authority collaboration on Planning in Glasgow with other local authority areas;</li> <li>○ Find examples of CCs constructively influencing the Planning process for the benefit of their community.</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>
<p><b>(14) Representation</b> – Licensing re: Alcohol, Taxis, Street Traders, HMO's etc.</p> <p><b>Facilitation</b> – to be confirmed</p>	<ul style="list-style-type: none"> <li>• Licensing Processes (various): <ul style="list-style-type: none"> <li>○ Basic introduction to Licensing law;</li> <li>○ CC rights and powers;</li> <li>○ Introduction to Alcohol Licensing Policy;</li> <li>○ How GCC and CC could work together;</li> <li>○ Assessing the impact of decisions.</li> </ul> </li> <li>• Licensing: Development Exercises: <ul style="list-style-type: none"> <li>○ Make contact with the GCC Licensing Standards officer (alcohol) designated for your area. Understand your area e.g. Alcohol Licensing Overprovision Areas.</li> <li>○ Compare collaboration on Licensing in Glasgow with other local authorities;</li> <li>○ Find examples of CCs influencing Licensing to the benefit of their community.</li> </ul> </li> </ul>	<p><b>Day:</b> <b>Date:</b> <b>Time:</b> <b>Venue:</b></p> <p><b>Closing date:</b></p> <p><b>Status:</b></p>



# **Glasgow City Council**

## **Unacceptable Actions Policy for Community Councils**



# Policy on Unacceptable Actions by Customers

## 1. Introduction

- 1.1 This Policy sets out Glasgow City Council's (GCC) approach to the relatively few customers whose actions or behaviour we consider unacceptable. The term also includes anyone acting on behalf of a customer or who contacts us in connection with our business. The principles set out in this Policy also apply to our dealings with customers who are complaining about us. This Policy should be read and understood along with the council's Comments, Compliments and Complaints Procedure.

## 2. Policy aims

### 2.1. *In this Policy, we aim to:*

- 2.1.1. deal fairly, honestly, consistently and appropriately with all customers, including those whose actions we consider unacceptable. We believe that all customers have the right to be heard, understood and respected. We also consider that our staff have these same rights.
- 2.1.2 be accessible to all our customers. However, we retain the right, where we consider a customer's actions to be unacceptable, to restrict or change access to our service.
- 2.1.3 ensure that other customers and council staff do not suffer any disadvantage from someone who acts in an unacceptable manner.

## 3 Unacceptable Actions by Customers

### 3.1 *Definition:*

People may act out of character in times of trouble or distress. There may have been upsetting or distressing circumstances leading up to a customer coming to us. We do not view behaviour as unacceptable just because a customer is forceful or determined. However, the actions of customers who are angry, demanding or persistent may result in unreasonable demands on our resources or in unacceptable behaviour towards our staff. It is these actions that we consider unacceptable and aim to manage under this Policy. We have grouped these actions under three broad headings:

### 3.2 *Aggressive or Abusive Behaviour:*

- 3.2.1 Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether oral or written) that may cause staff to feel afraid, threatened or abused.
- 3.2.2 Examples of behaviours grouped under this heading include threats, physical violence, personal verbal abuse, derogatory remarks, and rudeness towards our staff when they are engaged on council business. We also consider that inflammatory statements and unsubstantiated allegations can be abusive behaviour.
- 3.3 We expect our staff to be treated courteously and with respect. Violence or abuse towards staff is unacceptable. We understand the difference between aggression and anger. The anger felt by many customers involves the subject matter of their contact with us. However, it is not acceptable when anger escalates into aggression directed towards council staff.

### 3.3 ***Unreasonable Demands:***

3.3.1 Customers may make what we consider unreasonable demands on us through the amount of information they seek, the nature and scale of service they expect or the number of approaches they make. What amounts to unreasonable demands will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the customer.

3.3.2 Examples of actions grouped under this heading include:

- demanding responses within an unreasonable time-scale;
- insisting on seeing or speaking to a particular member of staff;
- continual phone calls or letters: and,
- repeatedly changing the substance of the issue or complaint, or raising unrelated concerns.

3.3.3 We consider these demands as unacceptable and unreasonable if they start to impact substantially on the work of the department involved, such as taking up an excessive amount of staff time to the disadvantage of other customers, services or functions.

### 3.4 ***Unreasonable Persistence:***

3.4.1 We recognise that some customers will not or cannot accept that we are unable to provide a level of service other than that provided already. Customers may persist in disagreeing with the action or decision taken in relation to their issue or complaint, or contact us persistently about the same issue.

3.4.2 Examples of actions grouped under this heading include:

- persistent refusal to accept a decision made in relation to an issue or complaint;
- persistent refusal to accept explanations relating to what we can or cannot do; and,
- continuing to pursue an issue or complaint without presenting any new information.

3.4.3 The way in which these customers approach us may be entirely reasonable, but it is their persistent behaviour in continuing to do so that is not.

3.4.4 We consider the actions of persistent customers to be unacceptable when they take up what we regard as being a disproportionate amount of time and resources.

3.4.5 Where appropriate, we will consider referring a persistent complainant to the SPSO ourselves, if the complainant will not and does not do so themselves, and ask that the SPSO be the final arbiter in any dispute that has arisen.

## 4. **Managing Unacceptable Actions by Customers**

4.1 There are relatively few customers whose actions we consider unacceptable. We aim to manage these actions based on their nature and extent. If our ability to do our work and provide a service to others is affected adversely, we may need to restrict that customer's contact with us in order to manage the unacceptable action.

4.2 We aim to do this in a way, wherever possible, that allows a complaint to progress to completion through our Comments, Compliments and Complaints Procedure.

4.2.1 We may restrict contact in person, by telephone, fax, letter or electronically or by any combination of these.

- 4.2.2 We try to maintain at least one form of contact.
- 4.2.3 In extreme situations, we tell the customer in writing that their name is on a 'no personal contact' list for specific council departments. This means that they must restrict contact to our Customer Care Team only, whether this is in writing, personal contact or through a third party.
- 4.3 The threat or use of physical violence, verbal abuse or harassment towards staff is likely to result in the ending of all direct contact immediately with the customer. Incidents may be reported to the police. This will always be the case if physical violence is used or threatened.
- 4.4 We also view the use of social media to be covered by this policy.
- 4.5 We do not deal with correspondence (letter, fax or electronic) that is abusive to staff. When this happens we tell the customer that we consider their language offensive, unnecessary and unhelpful. We ask them to stop using such language and state that we will not respond to their correspondence. We may require future contact to be through a third party if they persist.
- 4.6 Staff will end telephone calls if the caller is considered aggressive, abusive or offensive. The staff member taking the call has the right to make this decision, tell the caller that the behaviour is unacceptable and end the call if the behaviour does not stop.
- 4.7 Where a customer repeatedly phones, visits, sends irrelevant documents or raises the same issues, we may decide to:
- only take telephone calls from the customers at set times on set days or put an arrangement in place for only one member of staff to deal with calls or correspondence from the complainant in future. The Corporate Customer Care Team, on behalf of the Chief Executive, will arrange this;
  - require the customer to make an appointment to see a named member of staff before visiting the office; or,
  - that the customer contacts the office in writing only;
  - return the documents to the customer or, in extreme cases, advise them that further irrelevant documents will be destroyed; or
  - take other action that we consider appropriate. We will, however, always tell the customer what action we are taking and why.
- 4.8 Where a customer continues to correspond on a wide range of issues, and this action is considered excessive, then they will be told that only a certain number of issues will be considered in a given period and asked to limit or focus their requests accordingly.
- 4.9 Customer action may be considered unreasonably persistent if all internal review mechanisms have been exhausted and the customer continues to dispute the council decision relating to their complaint or issue. The customer will be told that no future phone calls will be accepted or interviews granted concerning this complaint or issue. Any future contact by the customer on this issue must be in writing. Future correspondence is read and filed, but only acknowledged or responded to if the customer provides significant new information relating to the complaint or issue.

## **5. Customer Confidentiality**

- 5.1 Where appropriate, we will always respect the confidentiality of a customer. However, confidentiality is not an absolute obligation as the law has always recognised that where appropriate it is permissible to release information which would normally be confidential if

this is necessary to fulfil an overriding public interest, such as protecting someone else from harm. There may be cases where the professional's view is that there is no substance behind such a threat. If someone threatens someone else, we should be able to take appropriate steps in response such as alerting that person, the police or associated agencies.

## **6. Deciding to Restrict Customer Contact**

- 6.1 Staff that directly experience aggressive or abusive behaviour from a customer have the authority to deal immediately with that behaviour in a manner they consider appropriate to the situation and in line with this Policy and the Violence at Work Procedure.
- 6.2 With the exception of such immediate decisions taken at the time of an incident, decisions to restrict contact with the council are only taken after careful consideration of the situation by a more senior member of staff, either the Executive Director of that service or another member of the Senior Management Team, and the customer's case is then referred to the Corporate Customer Care Team. Wherever possible, we give a customer the opportunity to modify their behaviour or action before a decision is taken.
- 6.3 Customers will be issued with a warning letter containing a copy of this Policy. They will be told why their actions are deemed to be unacceptable, and asked to moderate this behaviour. If this is not done, then they will be told that a contact restriction can be put in place.
- 6.4 When a decision has been made to restrict future contact, the customer will be written to with details of the restricted contact arrangements and, if relevant, the length of time that these restrictions will be in place.
- 6.5 If a serious threat of violence is made, then a warning letter is not necessary and the customer can be issued with a restricted contact letter immediately.

## **7. Appealing a Decision to Restrict Contact**

- 7.1 A customer can appeal a warning letter, on the grounds of factual inaccuracy. They can do so, in writing only, to the Corporate Customer Care Team, within 10 working days of receipt of the letter. This letter must contain details of the appeal process.
- 7.2 A customer can appeal a decision to restrict contact. This must be done within 10 working days of receipt of the letter. This letter must contain details of the appeals process. A senior member of staff who was not involved in the original decision considers the appeal. They advise the customer in writing that either the restricted contact arrangements still apply or a different course of action has been agreed. This should be done within 10 working days.

## **8. Recording and Reviewing a Decision to Restrict Contact**

- 8.1 Where it is decided to restrict customer contact, an entry noting this is made in the relevant file and on appropriate computer records.
- 8.2 A decision to restrict contact may be reconsidered if the customer demonstrates a more acceptable approach. The Corporate Customer Care Team reviews the status of all customers with restricted contact arrangements on a regular basis.

# **Glasgow City Council ‘Family’**

**Glasgow City Council Departments  
Glasgow City Council City Policy Committees  
Partner Organisations**



## **GLASGOW CITY COUNCIL DEPARTMENTS**

**CHIEF EXECUTIVE'S DEPARTMENT.** Within the department there are six key sections:

- Communication and Strategic Partnerships - role is to develop and maintain a positive public profile for the council and to enhance it's reputation by ensuring a consistent, proactive and high quality approach to communication.
- Strategic Policy and Planning - role is to drive and lead improvement and change to achieve the priorities contained in the council's Strategic Plan.
- Legal and Administration Services - ensures that legislative requirements are met and that the interests of the council are safeguarded. It provides services to elected members including the Leader, the Lord Provost and International Office. It provides legal services to the council, its departments and ALEOs. It provides the Licensing and Registrar functions.
- Corporate Governance – role to promote and share best practice and facilitate the efficient and effective delivery of services.
- Corporate HR – works to build and maintain a reliable and flexible HR framework which supports and develops managers and staff to develop better services and to meet the Council's objectives, to value diversity and to embrace modern ways of working.
- Procurement - The procurement of goods, services and works for the Glasgow council family.

Together they have a strategic and service delivery role to lead and support the development, delivery and review of the Council's key objectives and commitments as outlined in the Glasgow City Council Strategic Plan 2017 - 2022.

- Community Empowerment Services Section also sits within Chief Executive's Department and comprises a range of services aimed at empowering communities to participate equally in service design and delivery, and local decision making. The core service areas within Community Empowerment Services are:
  - Partnership & Development
  - Community Justice
  - Community Engagement
  - Community Development
  - Grants and Initiatives

## **DEVELOPMENT AND REGENERATION SERVICES (DRS)**

Development and Regeneration Services will drive, direct and deliver economic growth, closing the inequality gap and tackling poverty. Our outcomes are those contained in the City Development Plan which reflects the spatial interpretation of the Strategic Plan (and Refresh) and the Single Outcome Agreement. We wish to achieve a high quality and healthy sustainable place by delivering:

- A vibrant place with a growing economy - by providing the right environment for businesses to develop;
- A thriving and sustainable place to live and work - by providing opportunities to build new housing, and creating vibrant places and town centres to provide a good quality of life in the long term for the City's growing population;
- A connected place to move around and do business in - by improving accessibility for all citizens to employment, shopping and leisure destinations, and providing more sustainable travel options; and
- A green place - by helping to care for Glasgow's historic and green environments, increasing the City's resilience to climate change, and reducing energy use.

## **EDUCATION SERVICES**

- Education and early years is a key commitment of this council and our goal is to raise the aspirations, expectations and ambitions of all of our young people. We are the largest education

services in the country and responsible for educating almost 70,000 young people in more than 300 schools and nurseries across the city.

- Key priorities are:
  - Raise attainment and achievement for all
  - Continue to develop Curriculum for Excellence (CfE)
  - Meet the needs of all learners, in particular those with additional support needs
  - Further develop One Glasgow and bringing together a range of services, including the voluntary sector, for our youngest citizens and their families
  - Improve our approached to finance and resource management
  - Work with partner services to improve outcomes for children, young people and their families

## **FINANCIAL SERVICES**

- The professionalism, commitment and dedication of the staff in Financial Services ensures the council has sound finances and all budget strategies are delivered on time and on target. The scale of the financial responsibility is significant. An annual expenditure budget of £2.2 billion, income budget of £0.7 billion, collection of £250 million council tax and £373 million non-domestic rates and the payment of over £403 million in benefits to our most vulnerable citizens. Strathclyde Pension Fund has assets of over £18 billion and provides an excellent service to its 215,000 members.

## **NEIGHBOURHOODS AND SUSTAINABILITY SERVICES**

- With 2,944 staff, Neighbourhoods and Sustainability is the major operational service department within Glasgow City Council. It is responsible for providing cleansing, parks, roads, environmental and sustainability and other related services for the city. Environmental and sustainability includes council wide carbon management, all environmental strategy and policy and the Council's input to the Sustainability Glasgow partnership. This contributes to the quality of life, safety and well-being of the people of Glasgow.
- Neighbourhoods and Sustainability have adopted the following Mission Statement;
  - Protecting and enhancing the natural and built environment:-
  - Pride in what we do
  - Pride in our people
  - Pride in Glasgow

## **SOCIAL WORK SERVICES**

- Our vision is to provide high quality services that protect children and adults from harm, promote independence and deliver positive outcomes for Glasgow citizens. Our vision statement is an aspirational description of what we would like to achieve in the mid-term or long-term future. It's intended to provide the strategic direction for current and future courses of action so will have a huge influence on decision making and the way we allocate resources in the future.



**GLASGOW CITY COUNCIL CITY POLICY COMMITTEES****CITY ADMINISTRATION COMMITTEE**

- **Membership:** 23 members of the Council comprising:-
 

SNP	11
Labour	8
Conservative	2
Green	2

Substitutes may be appointed
- **Convener:** Leader of the Council
- **Quorum:** 6
- **Meeting arrangements:** 2 weekly
- **Terms of Reference:** to discharge all of the Council's functions except those reserved to the Council and those matters specifically otherwise delegated by the Council.

**CITY POLICY (CP) COMMITTEES (x5)**

- **Membership:** 15 members of the Council comprising:-
 

SNP	7
Labour	6
Conservative	1
Green	1
- Each Committee may appoint up to 4 people as non-voting co-optees to bring access to external expertise, knowledge or experience, as necessary.
- **Convener:** Member of the Administration
- **Quorum:** 4
- **Meeting arrangements:** 6-weekly
- **General Terms of Reference for all City Policy Committees:-** each City Policy (CP) Committee has responsibility for discharging the following functions:
  - 1 To examine on behalf of the Council various policies, strategies and plans in draft relating to functions within its Terms of Reference (whether provided directly by the Council, external organisations or partnerships) and report on these to the City Administration Committee. These policies can be Council policies, or City policies developed with Community Planning partners.
  - 2 To undertake reviews of policies, revise or create new policies in relation to any matters falling within the specific Terms of Reference of the committee or as requested by the City Administration Committee and to submit these to the City Administration Committee for approval. These policies can be Council policies, or policies developed with Community Planning partners.
  - 3 To review, develop and oversee the implementation of those Council Plan commitments and priorities assigned to it under the specific Terms of Reference to deliver the Council Plan.
  - 4 To review the delivery of services in connection with the discharge of any Council function that falls within the committee's specific Terms of Reference, subject to any review ensuring that operations remain within the Budget set and agreed by Council or any additional funding allocated to that committee by the Council or the City Administration Committee.
  - 5 To work on a cross cutting basis with other City Policy Committees, Conveners, services and ALEOs as appropriate.

- 6 To establish Working Groups as deemed appropriate, and for a time limited period, in order to take forward specific pieces of policy review or development which will then be reported back to the City Policy Committee, and then, if necessary, to the City Administration Committee.
- 7 To take account of any implications of Brexit and the City Region Economic Strategy in making any recommendations or taking any decisions.

### **EDUCATION, SKILLS AND EARLY YEARS CITY POLICY COMMITTEE.**

- **Terms of Reference** in addition to the general terms of reference for all CP committees:
  - 1 To address the work plan of the proposed Council Plan theme: **Excellent and Inclusive Education**; and
  - 2 To fulfil the functions of policy development (including consideration of equalities issues) as they relate to Council policies and services for education, skills and early years, but specifically excluding policy decisions relating to children and family social care functions, which are delegated to the Glasgow City Integration Joint Board. These functions include:
    - nursery, primary and secondary school provision and provision for children with additional support needs;
    - educational attainment and achievement of children and young people;
    - school catchment area reviews;
    - schools estate;
    - development of school curricula and in-service training;
    - provision of educational psychological services for children and young people;
    - vocational training and skills for young people;
    - education policy affecting the Children's Services' Plan; and
    - parent and partnership engagement.

### **ENVIRONMENT, SUSTAINABILITY AND CARBON REDUCTION CITY POLICY COMMITTEE.**

- **Terms of Reference** in addition to the general terms of reference for all CP committees:
  - 1 To address the work plan of the proposed Council Plan theme: **A Sustainable and Low Carbon City**; and
  - 2 To fulfil the functions of policy development (including consideration of equalities issues) as they relate to Council policies and services for environment, sustainability and carbon reduction. These functions include:
    - transport infrastructure;
    - active travel strategy;
    - transport for Glasgow;
    - highway maintenance and improvements;
    - sustainability;
    - climate change;
    - road safety;
    - lighting strategy;
    - parks regeneration and events;
    - street environment;
    - waste and recycling;

- energy management;
- environmental health;
- pollution;
- trading standards;
- scientific services;
- Nuclear Free Zones;
- low emission zone;
- flood risk management; and
- partnership engagement.

#### **GENERAL PURPOSES CITY POLICY COMMITTEE.**

- **Terms of Reference** in addition to the general terms of reference for all City Policy committees, to fulfil the functions of policy development (including consideration of equalities issues) as they relate to corporate Council policies, services and activities. These functions include:
  - employment and personnel issues;
  - corporate communications and marketing;
  - customer care;
  - procurement strategy;
  - partnership engagement; and
  - any other issues not within the Terms of Reference of another City Policy Committee.

#### **NEIGHBOURHOODS, HOUSING AND PUBLIC REALM CITY POLICY COMMITTEE.**

- **Terms of Reference** in addition to the general Terms of Reference for all City Policy committees:
  - 1 To address the work plan of the proposed Council Plan themes: A Thriving Economy; Resilient and Empowered Neighbourhood; and Vibrant City; and
  - 2 To fulfil the functions of policy development (including consideration of equalities issues) as they relate to Council policies and services on neighbourhoods, housing and public realm but specifically excluding housing functions delegated to the Glasgow City Integration Joint Board. These functions include:
    - planning and strategic and local housing policy;
    - regeneration and transport;
    - natural and built environment;
    - land and property management;
    - building control;
    - economic, business and social development initiatives;
    - derelict land;
    - city centre;
    - international links; and
    - partnership engagement.

#### **WELLBEING, EMPOWERMENT, COMMUNITY AND CITIZEN ENGAGEMENT CITY POLICY COMMITTEE.**

- **Terms of Reference** in addition to general Terms of Reference for all City Policy committees:
  - 1 To address the work plan of the proposed Council Plan themes: A Well Governed City that

Listens and Responds; and a Healthier City;

2 To fulfil the functions of policy development (including consideration of equalities issues) as they relate to Council policies and services for wellbeing, empowerment, community and citizen engagement. These functions include:

- Community Planning, including community justice;
- Integrated Grant Fund;
- financial inclusion;
- community councils;
- public processions;
- public petitions;
- relationships with the third sector;
- community capacity building;
- community empowerment;
- participatory budgeting; and
- partnership engagement; and
- to act as a sounding board for the Council's input to the Glasgow City Integration Joint Board.

### SCRUTINY COMMITTEES (x2)

- **Membership:** 15 members of the Council comprising:-
  - SNP – 7
  - Labour – 6
  - Conservative – 1
  - Green – 1
- The Committee may appoint up to 4 people as non-voting co-optees to bring access to external expertise, knowledge or experience, as necessary.
- **Convener:** Member of the Opposition
- **Quorum:** 4
- **Meeting Arrangements:** 4 weekly
- **General Terms of Reference for all Scrutiny Committees:**
  - 1 The City Administration Committee is held to account through 'call-in'. This is the process which gives each Scrutiny Committee an important role in ensuring that the City Administration Committee is accountable for the decisions and actions it takes and that it is delivering the corporate objectives the Council has agreed. The call-in process is set out in the Council and Committee Standing Orders.
  - 2 Scrutiny Committees shall take account of any implications of Brexit and the City Region Economic Strategy in making any recommendations or taking any decisions.

### FINANCE AND AUDIT SCRUTINY COMMITTEE.

**Terms of Reference** - the Finance and Audit Scrutiny Committee is responsible for: monitoring the financial performance of the Council, its Trading Operations and ALEOs; money allocated to it by the Glasgow City Integration Joint Board; the performance of audit and inspection within the Council; and for promoting the observance by Councillors of high standards of conduct.

These functions include:

- 1 Scrutinising financial information on:

- Council budget;
  - management of Council assets;
  - control, monitoring and review of income and expenditure, both revenue and capital;
  - Members' allowances;
  - employment and personnel issues;
  - Trading Operations;
  - civic matters;
  - Children's Panel; and
  - Common Good Fund.
- 2 Initiating and undertaking specific scrutiny reviews of any matters falling within the remit of this committee or requested by the City Administration Committee.
  - 3 Monitoring the annual strategic audit plan and reviewing all Council Audit and Inspection work against the audit plan.
  - 4 Receiving and considering summaries of internal and external audit reports which relate to any issue falling within the remit of this committee.
  - 5 Promoting value for money studies and best value.
  - 6 Monitoring internal financial control, corporate risk management and corporate governance.
  - 7 Monitoring grant allocation across the Council.
  - 8 Taking an overview of the Transformation Programme (including consideration of equalities issues).
  - 9 Promoting the observance by Councillors of high standards of conduct and assisting them in observing the Code of Conduct, in accordance with any guidance issued by the Standards Commission for Scotland.
  - 10 Referring back to the appropriate City Policy Committee, ALEO or the Glasgow City Integration Joint Board for its consideration, any financial performance issue which might have implications for City policy.

#### **OPERATIONAL PERFORMANCE AND DELIVERY SCRUTINY COMMITTEE.**

- 1 **Terms of Reference:** to scrutinise and monitor the operational performance of all Council Family Group Services (services and ALEOs) in relation to the Council's policy objectives and performance targets. These functions will include:-
  - (a) considering any performance reports and information which relate to issues falling within the remit of the Council's services, including complaint handling, customer care and ombudsman reports;
  - (b) monitoring the outcomes of the Glasgow Community Plan in relation to the Council's input;
  - (c) considering any operational issues which are relevant to any subject falling within the remit of this committee;
  - (d) monitoring employment, personnel and equalities issues as they relate to the operation of the Council corporately and to its individual services and ALEOs;
  - (e) considering any external audit (or equivalent) reports which relate to any issue falling within the remit of this committee;

- (f) inviting the relevant City Convener to attend committee and where appropriate, to question and hold them to account on the operational performance of their service area; and
- (g) referring back to the appropriate City Policy Committee for its consideration, any service performance issue which might have implications for City policy coming within the remit of the City Policy Committee;

2 **Terms of Reference:** to scrutinise the performance of the arm's-length external organisations (ALEOs) established by the Council. These functions will include:-

- (a) contractual performance/compliance;
- (b) statutory and other performance targets and outcomes set through the Glasgow Community Plan which are relevant to partnership working;
- (c) internal and external audit reports;
- (d) decision-making structures and compliance with applicable codes of conduct;
- (e) risk management;
- (f) compliance with equalities obligations;
- (g) complaint handling and customer care; and
- (h) referring back to the appropriate ALEO Board for its consideration, any service performance issue coming within the remit of the ALEO, or under the contractual agreement which the Council has with that ALEO.

#### **OTHER COMMITTEES (x11) ETC:-**

#### **APPOINTMENT OF SENIOR OFFICERS COMMITTEE.**

- **Membership:** 7, comprising:
  - Leader of the Council
  - Depute Leader of the Council
  - Council Business Manager
  - City Treasurer
  - City Convener for Workforce
  - 1 other member of the Administration
  - Leader of the Opposition
  - Plus, where appropriate, relevant City Convener
- **Convenor** Leader of the Council
- **Quorum:** 3
- **Meeting Cycle:** As required.
- **Terms of Reference:** The power to appoint Executive Directors and Assistant Directors.

**CONTRACTS AND PROPERTY COMMITTEE**

- **Membership:** 15 members of the Council comprising:-

SNP – 7  
Labour – 6  
Conservative – 1  
Green – 1

- **Convener:** Member of the Administration
- **Quorum:** 4
- **Meeting Cycle:** 3-weekly
- **Terms of Reference:**

- 1 The power to approve all contract matters not delegated to officers unless deemed by the committee to be controversial in which case the matter will be referred to the City Administration Committee for decision.
- 2 The power to decide on all property lease, acquisition and disposal matters not delegated to officers unless deemed by the committee to be controversial in which case the matter will be referred to the City Administration Committee for decision.
3. To oversee the implementation of the procurement and land and property strategies.
- 4 The power to deal with requests for review of asset transfer request decisions made under delegated authority, in terms of the Community Empowerment (Scotland) Act 2015.

**EDUCATION APPEAL COMMITTEE.**

- **Membership:** All members of the Council who have undertaken the necessary training together with a list of independent members forming panels comprising 2 independent members and 1 councillor.
- **Convener:** To be appointed by each committee
- **Quorum:** 3
- **Meeting Cycle:** As required
- **Terms of Reference:** To determine appeals from parents or young persons regarding:

- 1 refusals by the education authority of placing requests made by parents for places in schools of their choice; and
- 2 decisions to exclude children or young persons from school.

**EMERGENCY COMMITTEE.**

- **Membership:** 4, comprising:-

Leader of the Council  
Lord Provost  
Depute Leader of the Council  
Leader of the Opposition

- **Convener:** Leader of the Council
- **Quorum:** 2
- **Meeting Cycle:** As required.
- **Terms of Reference:**

To direct and supervise the operations of the Council and to incur such expenditure as may be necessary on an interim basis, in the time between the start of a civil emergency (or in other extreme circumstances) and the date of the next ordinary meeting of the Council, or for a longer period if agreed by the Council, in order to discharge those functions of the Council which are essential in those particular circumstances.

### LICENSING AND REGULATORY COMMITTEE.

- **Membership:** 12, comprising
  - SNP – 5
  - Labour – 5
  - Conservative – 1
  - Green - 1
- **Convener:** Member of the Administration
- **Quorum:** 3
- **Meeting Cycle:** Weekly on Wednesdays except week 6, with additional Thursday meetings in weeks 1, 3 and 5.
- **Terms of Reference:**
  - 1 The power to exercise the Council's statutory functions in connection with all licensing and regulatory matters having effect within the area of the city unless the licensing or regulatory matter has been specifically referred to another committee.
  - 2 The power to discharge the Council's statutory functions in relation to safety at sports grounds and regulated stands.
  - 3 The power to discharge the Council's statutory powers relating to Building Control.
  - 4 To oversee the exercise of all the Council's functions under Parts 7 and 8 of the Antisocial Behaviour (Scotland) Act 2004, and to make such decisions in exercise of these powers as are not delegated to officers including in particular any decision to refuse or revoke registration under Part 8 or to apply for a Management Control Order under Section 74.
  - 5 The power to exclude persons persistently breaching park rules from Glasgow City Council's parks and to consider any written or oral representations made by the subject of an exclusion order, all in terms of Section 117 of the Civic Government (Scotland) Act 1982.

### PERSONNEL APPEALS COMMITTEE.

- **Membership:** All members of the Council who have received the required training to operate on the basis of panels of 3 members.
- **Convener:** To be appointed by each committee
- **Quorum:** 3
- **Meeting arrangements:** As required.
- **Terms of Reference:**
  - 1 The power to hear and determine appeals against dismissal and appeals against all disciplinary action taken by the Chief Executive.
  - 2 The power to uphold or reject such appeals or to vary the disciplinary action taken in respect of all staff, including teachers.
  - 3 The power to hear representations by trade unions and heads of department in respect of disputes not capable of resolution by other means and discuss and reach decisions thereon.



- 4 The power to consider and reach decisions on grievances by employees, groups of employees or trade unions in terms of the procedures for staff and the Grievance Framework and Procedure for Teachers.

#### PLANNING APPLICATIONS COMMITTEE.

- **Membership:** 18 members of the Council comprising:-
  - SNP – 8
  - Labour – 6
  - Conservative – 2
  - Green – 2
- **Convener:** Member of the Administration
- **Quorum:** 5
- **Meeting arrangements:** Fortnightly on Tuesdays.
- **Terms of Reference:**

- 1 The power to decide on all applications for
  - (a) planning permission and planning permission in principle,
  - (b) matters specified in conditions,
  - (c) listed building and conservation area consent,
  - (d) amendments and material variations to consent,
  - (e) advertisement consent,
  - (f) applications to discharge, amend or delete conditions of a consent,
  - (g) certificates of lawfulness,
  - (h) screening and scoping opinions,
  - (i) hazardous substances consent,
  - (j) prior notifications for agricultural development and demolition,
  - (k) notice of intent to develop by Government departments, and
  - (l) certificates of appropriate alternative development.
- 2 To instruct enforcement and interdict actions where appropriate in respect of breaches of planning control.
- 3 To refer to the Court of Session appeal decisions containing a misdirection in law.
- 4 The power to designate Conservation Areas and their associated appraisals in the city.
- 5 To approve consultation responses on the strategic operation of the planning framework including legislative changes.
- 6 To approve road closures and the diversion of services subsequent to development previously approved.

- 7 The power to revoke any consent where considered appropriate.
- 8 To determine whether developments are permitted under the terms of relevant orders.
- 9 To decline to determine applications where a Pre-Application Report has not been submitted with the application.

#### PLANNING LOCAL REVIEW COMMITTEE.

- **Membership:** To meet on the basis of panels of 3 members drawn from membership of the Planning Applications Committee.
- **Convener:** To be appointed by each committee.
- **Quorum:** 3
- **Meeting arrangements:** As required.
- **Terms of Reference:**

In respect of local planning applications, to deal with appeals against refusal of planning permission, the imposition of conditions or the failure to deal with an application within the prescribed timescale, in terms of section 17 of the Planning etc. (Scotland) Act 2006.

#### PUBLIC PROCESSIONS COMMITTEE.

- **Membership:** To meet on the basis of panels of 3 members drawn from membership of the Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee.
- **Convener:** To be appointed by each committee.
- **Quorum:** 3
- **Meeting arrangements:** As required.
- **Terms of Reference:**

- 1 To oversee and discharge the exercise of all the Council's functions under Part V of the Civic Government (Scotland) Act 1982, as amended by the Police, Public Order and Criminal Justice (Scotland) Act 2006, in relation to Public Processions and to make such decisions in exercise of these powers as are not delegated to officers.
- 2 The power to make an order under Section 63 of the Civic Government (Scotland) Act 1982 prohibiting or imposing conditions on a public procession, after hearing the parties involved.

#### SOCIAL WORK COMPLAINTS REVIEW COMMITTEE.

- **Membership:** Panels of 3 drawn from a list of independent members.
  - **Convener:** To be appointed by each committee.
  - **Quorum:** 3
  - **Meeting arrangements:** As required.
  - **Terms of Reference:**
- 1 To review the provision or non-provision of services, the quality and extent of services, the operation of services and allied issues, with the exception of grievance procedures which concern staff issues or disciplinary matters, all in terms of the appropriate legislation and consider any complaints where the complainer has indicated dissatisfaction with the response from the Chief Officer of the Glasgow City Health and Social Care Partnership and thereafter to make recommendations to the Operational Performance and Delivery Scrutiny Committee or the Glasgow City Integration Joint Board where investigation of complaints have identified

implications in relation to the policies, functions or decisions of the Glasgow City Integration Joint Board.

### STRATHCLYDE PENSION FUND COMMITTEE.

- **Membership:** 8, comprising:-
  - SNP – 5
  - Labour – 1
  - Conservative – 1
  - Green - 1
- **Convener:** City Treasurer
- **Quorum:** 3
- **Meeting arrangements:** Quarterly
- **Terms of Reference:**

The power to discharge all functions and responsibilities relating to the Council's role as administering authority for the Strathclyde Pension Fund in terms of the Local Government (Scotland) Act 1994 and the Public Service Pensions Act 2013. These functions include:-

- 1 To oversee the administration of the Local Government Pension Scheme in accordance with the Local Government Pension Scheme (Scotland) Regulations 2014 and other relevant regulations.
- 2 To manage the investments of the Strathclyde Pension Fund in accordance with the Local Government Pension Scheme (Management and Investment of Funds) (Scotland) Regulations 2010.
- 3 To prepare, publish and maintain:-
  - (a) a Funding Strategy Statement;
  - (b) a Statement of Investment Principles;
  - (c) a Governance Compliance Statement;
  - (d) a Pension Administration Strategy; and
  - (e) a Communications Policy.
- 4 To make suitable arrangements for the actuarial valuation of the assets and liabilities of the Fund.
- 5 To consider and agree an investment strategy and management structure for the Fund and to:-
  - (a) develop a responsible investment strategy;
  - (b) appoint and terminate investment managers, advisers and consultants following due procurement process;
  - (c) establish performance benchmarks and targets; and
  - (d) monitor performance.
- 6 To make suitable arrangements for the safekeeping and servicing of the Fund's

investment assets.

- 7 To agree an accounting policy for the Fund consistent with IFRS and relevant authoritative guidance and to prepare and publish a Pension Fund Annual Report including an abstract of accounts.
- 8 To be responsible for governance arrangements including regulatory compliance and implementation of audit recommendations.
- 9 To oversee and support the work of the Strathclyde Pension Fund Office.
- 10 To contribute to the development of the Local Government Pension Scheme and pensions policy and to ensure that regulatory and other changes are implemented timeously.

### **PARTNER ORGANISATIONS (ALEOS)**

- **City Building (Glasgow) LLP** [www.citybuildingglasgow.co.uk](http://www.citybuildingglasgow.co.uk)

City Building is a highly successful and evolving business which has a proven track record of strategic delivery within the commercial marketplace.

- **City Parking (Glasgow) LLP** [www.cityparkingglasgow.co.uk](http://www.cityparkingglasgow.co.uk)

City Parking (Glasgow) LLP is a wholly-owned subsidiary of Glasgow City Council, formed in June 2007 to manage and develop the off-street public car parks previously operated by the Council. Our status as an autonomous company with its own Board and Managing Director helps us to bring flexibility and innovation to delivering quality parking services to the business community and public alike.

- **City Property Glasgow (Investments) LLP** [www.citypropertyglasgow.co.uk](http://www.citypropertyglasgow.co.uk)

City Property Glasgow (Investments) LLP portfolio consists of around 2,500 commercial assets – including 19 industrial estates ranging from 6 to 26 units, hundreds of shops and business space around the city. We specialise in helping companies find suitable accommodation as well as offering flexible leases, competitive rents and incentives.

- **Clyde Gateway URC** [www.clydegateway.com](http://www.clydegateway.com)

Clyde Gateway is Scotland's biggest and most ambitious regeneration programme. It is a partnership between Glasgow City Council, South Lanarkshire Council and Scottish Enterprise, backed by funding and direct support from the Scottish Government.

- **Glasgow Life** [www.glasgowlife.org.uk](http://www.glasgowlife.org.uk)

Glasgow Life is a charitable organisation. Our mission is to inspire the city's citizens and visitors to lead richer and more active lives through culture, sport and learning. Glasgow Life is a charity that delivers cultural, sporting and learning activities on behalf of Glasgow City Council. In doing so we aim to make a positive impact on individuals, the communities in which they live and the city as a whole.

- **Glasgow City Marketing Bureau Limited** [www.glasgow.gov.uk](http://www.glasgow.gov.uk)

Responsible for communicating Glasgow's reputation as a world-class city in which to live, work, study, invest and visit.

- **Jobs & Business Glasgow**

[www.jbg.org.uk](http://www.jbg.org.uk)

Positively transforming Glasgow. Proud to be an integral part of Glasgow's economic development. At the heart of Jobs & Business Glasgow, we place 'customers first' highlighting our commitment to Glasgow's residents and businesses. We are ambitious and determined to provide professional, innovative solutions and go beyond expectation. Providing real solutions for our customers helps us to maintain focus and drive in everything we do.

- **The Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) [www.mgsdp.org](http://www.mgsdp.org)**

Metropolitan Glasgow encompasses seven local authority areas, served by a complex network of watercourses and underground drainage systems.