

Department of Corporate and Community Services

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Date: 14 January 2022

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TO: Councillors T Buchanan (Chair); C Bamforth; B Cunningham; D Devlin; A Lafferty (Vice Chair); and C Merrick.

CABINET

A meeting of the Cabinet will be held on **Thursday, 27 January 2022 at 10.00am.**

The agenda of business is as shown below.

Please note this is a virtual meeting.

Caroline Innes

C INNES

DEPUTY CHIEF EXECUTIVE

AGENDA

1. **Report apologies for absence.**
2. **Declarations of Interest.**
3. **Revenue Budget Monitoring (Outturn) – Report by Head of Accountancy (Chief Financial Officer) (copy attached, pages 3 - 40).**
4. **Carbon Emissions Reporting (2019/20 and 2020/21) – Report by Director of Environment (copy attached, pages 41 - 78).**
5. **Community Empowerment (Scotland) Act 2015 - Community Asset Transfer - Report by Director of Environment (copy attached, pages 79 - 132).**

This document can be explained to you in other languages and can be provided in alternative formats such as large print and Braille. For further information, please contact Customer First on 0141 577 3001 or email customerservices@eastrenfrewshire.gov.uk

For information on how to access the virtual meeting please email sharon.mcintyre@eastrenfrewshire.gov.uk

A recording of the meeting will also be² available following the meeting on the Council's YouTube Channel <https://www.youtube.com/user/eastrenfrewshire/videos>

EAST RENFREWSHIRE COUNCILCABINET27 January 2022Report by Head of Accountancy (Chief Financial Officer)ESTIMATED REVENUE BUDGET OUT-TURN 2021/22**PURPOSE**

1. To advise Cabinet of the estimated projected revenue out-turn for 2021-22. The report provides details of expected year end variances for each department at period 7 and is based on the financial position as at 31 October 2021 and subsequent assessment of pressures arising from COVID-19.

RECOMMENDATION

2. It is recommended that:
 - members note the continued financial pressures on operational services arising from the COVID-19 pandemic and that it is anticipated to be met from accumulated COVID grant funding.
 - members note the forecast underlying General Fund operational underspend of £679k.
 - members approve service virements and operational adjustments as set out in the notes to the tables on pages 14 to 30 and note the reported probable out-turn position;
 - all departments continue to closely monitor and manage their budgets and ensure that spending up to operational budget levels does not take place.
 - In view of the challenging financial outlook for 2022-23 and beyond, Directors take action to avoid all non-essential expenditure for the remainder of the year.

BUDGET MONITORING STATEMENTS

3. The attached budget monitoring statements provide information in respect of:-
 - Detailed variance analysis between budgeted and out-turn expenditure
 - Service virement and operational budget adjustments

BACKGROUND

4. This report shows the out-turn position as at period 7 against the Council's approved revenue budget for 2021-22, as adjusted to comply with accounting requirements and subsequent Cabinet operational decisions.

The revenue budget for 2021-22 approved by the Council on 25 February 2021 has been adjusted for monitoring purposes as follows:-

	£'000
Budgeted net expenditure per 27 January 2022 report to Council	271,169

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Accountancy adjustments for Ring Fenced and other Grants	-
Restated net expenditure	271,169
Additional Grant Funding	2,878
Additional Release from Reserve	285
Total Net Expenditure to be Monitored	274,332

The report reflects the required accountancy treatment of the IJB in that the Council makes a contribution to the IJB and the IJB then makes a contribution to the HSCP equal to the costs of the activities that the IJB has directed the HSCP to undertake. The HSCP will in operation terms have a net expenditure of zero. However an accounting entry of £1,260,700 has been added to reflect capital charging policies. This sum does not require to be funded.

BUDGET PERFORMANCE

5. As at 31 October 2021, the estimated year end position shows a net favourable variance on net expenditure of £754k based on current information. For General Fund services the projected underspend is £879k. Council Tax collection position is lower than budgeted, with a reduction in income of £200k now anticipated, bringing the total forecast overspend on General Fund services to £679k. It is anticipated that the forecast pandemic pressures of £2,645 will be covered by utilising the Covid grant resources awarded to the Council in 2021/22 and the current year. Future monitoring reports will draw down and allocate this grant funding as pressures are confirmed. The forecast figures do not yet take account of the settlement of the 2021-22 pay awards.

The table below provides a comparison of each department's estimated projected revenue out-turn variance. For comparison purposes the revised P5 out-turn has been adjusted to exclude the Covid pressures now covered by Covid grant resource.

Department	Forecast Out-turn £'000			
	P3	P5	Revised P5 Oper.	P7
Education	924	851	237	16
Contribution (to) IJB	0	0	0	0
Environment (Incl. O/Housing)	(568)	(946)	(106)	(182)
Environment – Support	(2)	(43)	7	(86)
Corporate & Comm.Comm. Res	(587)	(653)	(61)	(20)
Corporate & Community - Support	(389)	(431)	(84)	(36)
Chief Executive's Office	(214)	(214)	(160)	(165)
Chief Executive's Office - Support	(25)	(6)	(11)	6
Other Expenditure & Income	607	1,370	1,370	1,248
Joint Boards	28	28	28	29
Corporate Contingency	69	69	69	69
HSCP	0	0	0	0
Housing Revenue Account	(29)	56	56	(125)
Total £ Variance	(186)	81	1,345	754
Total Budgeted Expenditure	264,889	271,169	271,169	274,332
% Variance	(0.1%)	0.03%	0.5%	0.27%

Notable variances are as follows:-

i) Education

The current year end forecast indicates an operational underspend of £16k and anticipates that £578k of covid pressures will be met from additional Covid grant resource. Projected operational underspends include lower payroll costs achieved through turnover and reduced expenditure within School milk operations and Parent Pay transaction fees and are partially offset by repairs and maintenance costs, transport costs for pupils with additional support needs and higher unitary charge payments on PFI and PPP contracts.

ii) Environment

An operational overspend of £182k is forecast and anticipates that £1,140k of Covid pressures will be met from additional Covid grant resource. The main operational underspends are within Waste Management operations and over-recoveries of income, both internally generated and from external grants and receipts. The main operational overspends are within staff costs across the services, replacement equipment and playground supplies, Other Housing Subcontractor payments and additional Bed & Breakfast costs.

iii) Corporate & Community – Community Resources

An operational overspend of £20k is forecast and anticipates that £583k of Covid pressures will be met from additional grant resource. The projected overspend of £20k is due to an overspend on Housing Benefit, reduced recovery of Housing Benefit overpayments, offset by underspends on payroll.

iv) Corporate & Community – Support Services

An operational overspend of £36k is forecast and anticipates that £235k of Covid pressures will be met from additional Covid grant resource. The operational overspends are mainly due to net overspends across payroll and supplies and services.

v) Chief Executive's Office

An operational overspend of £159k is forecast and anticipates that £42k of Covid pressures will be met from additional Covid grant resource. The projected operational overspend is primarily due to a reduction in Temporary Loans Fund Interest.

vi) Other Expenditure

The underspend of £1,248k is due to both the contingent nature of change etc. and a reduction in financing charges due to delays in capital projects and low interest rates. This will be subject to change during the year.

vii) Integration Joint Board (IJB) Contribution/ Health & Social Care Partnership (HSCP)

The IJB expects services to be in line with budget at year end. An overspend of £55k, largely in adult services, will be met from the IJB reserves. Additional Covid related costs

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of around £6m are also expected but it has been assumed that Scottish Government funding will be provided to offset these, however significant financial risk remains that we may not receive full funding to offset these additional costs.

CONCLUSIONS

7. The Council's projected revenue out-turn position is reported as an operational net underspend of £679k and anticipates that £2,645k of Covid pressures will be met by additional Covid grant resource. The report has highlighted the continued financial pressures on services arising from the COVID-19 pandemic however it is anticipated that drawdown of brought forward Covid grant funding will be used to cover these pandemic related overspends, leaving a forecast operational underspend of £679k. Departments should continue to closely monitor and manage their budget and ensure that spending up to budget levels does not take place.

RECOMMENDATIONS

8. It is recommended that:
 - members note the continued financial pressures on operational services arising from the COVID-19 pandemic and that it is expected to cover these from accumulated COVID grant funding.
 - members note the forecast underlying General Fund operational underspend of £679k.
 - members approve service virements and operational adjustments as set out in the notes to the tables on pages 14 to 30 and note the reported probable out-turn position;
 - all departments continue to closely monitor and manage their budgets and ensure that spending up to operational budget levels does not take place.
 - In view of the challenging financial outlook for 2022-23 and beyond, Directors take action to avoid all non-essential expenditure for the remainder of the year.

REPORT AUTHOR

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Leader of the Council -	Tony Buchanan	Tel. 07890 592671(Mobile)
Report date		6th January 2022

BACKGROUND PAPERS

The report refers to the attached budgetary monitoring statements.

BUDGET MONITORING REPORTS
PERIOD 7
As at 31 October 2021

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Pre Five Education (£51,300 overspend)

The overspend arises due to a forecast overspend on repairs and maintenance (£44k) and insurance excesses (£7k).

Primary Education (£226,200 overspend)

The overspend relates to a number of variances including a forecast overspend on repairs and maintenance (£104k), insurance excesses (£66k), the annual increase in unitary charge payments made in respect of the education PFI and PPP contracts which is higher than that budgeted (£28k) and an under-recovery of income in relation to the recharge of Pupil Support Assistants (PSA) to other local authorities (£44k). This is partially offset by an underspend on staff travel costs (£14k).

Secondary Education (£6,300 overspend)

The overspend relates again to a number of variances including insurance excesses (£42k), higher than budgeted costs associated with PFI and PPP unitary charge payments (£81k) and an under-recovery of PSA income (£12k). This is offset by an underspend on staff travel costs (£10k), on repairs and maintenance within this sector (£82k) and on water metered charges (£37k).

Special Education (£175,900 overspend)

An overspend is forecast in relation to repairs and maintenance (£15k), transport costs (£138k) and payments to other agencies and bodies in relation to pupils attending establishments outwith the authority (£19k).

Schools Other (£358,300 underspend)

The underspend relates to additional turnover and vacancies within the Modern Apprentice programme (£163k) and the Music service (£32k), reduced expenditure on school milk (£35k), an anticipated underspend on Parent Pay transaction fees as a result of Scottish Government policy changes associated with FSM and the removal of charges for the Instrumental Music Service (£27k), insurance costs (£59k) and superannuation additional allowances (£42k).

Administration Services (£79,300 underspend)

The underspend arises mainly due to additional turnover forecast to be achieved within the central admin, quality improvement and adult learning teams (£104k). This is partially offset by increased insurance costs (£18k) and other miscellaneous administration costs (£9k).

Facilities Management (£47,600 underspend)

An underspend is forecast in relation to additional payroll turnover savings achieved across the service (£53k). This is partially offset by an overspend in uniforms (£6k).

Culture and Leisure Services (£31,200 overspend)

The overspend relates to a forecast overspend on repairs and maintenance costs (£45k), partially offset by savings on insurance costs (£14k).

Other Services (£21,600 underspend)

Additional turnover savings within Psychological Services (£29k) and an underspend in Clothing Grants (£14k) are offset by increased Transport costs and the under-recovery of privilege transport income (£23k).

Summary: Period 7 figures have been prepared on a probable outturn basis and therefore reflect anticipated full year costs. This forecast, which is based on the information currently available, indicates an operational underspend of £15,900. The forecast does not reflect the impact of the 2021/22 pay award.

In addition to the operational variances outlined above there are a number of offsetting Covid variances across the department including costs associated with absence cover, additional accommodation and increased costs of the cleaning and janitorial service, however these are being offset at present by savings across the department in utilities and the school meal service. In addition to these variances it is anticipated that £578k of Covid expenditure will be funded by general Covid funding made available to the Council and it should also be noted that there are significant Education recovery costs incurred which are funded by specific Scottish government funding.

At Period 7 the operational underspends can be summarised as lower payroll costs achieved mainly through additional turnover savings and non filling of vacant posts and some staff travel savings (£407k), an underspend on school milk (£35k), a reduction in Parent Pay transaction fees (£27k) and superannuation additional allowances (£42k). These underspends are reduced by repairs and maintenance costs (£120k), insurance costs (£60k), transport costs for pupils with additional support needs (£138k), higher than budgeted unitary charge payments on PFI and PPP contracts (£109k) and a forecast under-recovery of PSA income (£56k).

The reduction in the operational underspend since the previous forecast relates to increased costs associated with repairs and maintenance (£120k), insurance (£60k) and transport costs for pupils with additional support needs (£139k). This increase in costs is partially offset by an increase in staff cost savings (£105k).

CONTRIBUTION TO INTEGRATION JOINT BOARD

PROBABLE OUTTURN FORECAST AS AT 31st OCTOBER 2021 – Nil Variance

Contribution to Integration Joint Board (IJB) (Nil variance)

The projected outturn position reflects agreed additional funding within the contribution to the Integration Joint Board.

Summary:

The projected outturn position, is that the contribution to IJB is in line with agreed funding.

ENVIRONMENT – NON SUPPORT

PROBABLE OUTTURN FORECAST AS AT 31st OCTOBER 2021 - £182,500 OVERSPEND**Directorate & Management (£103,300 Overspend)**

Whilst payroll costs are projected to overspend (£190k), contributions from Spend to Save and Modernisation Funds (£125k) will partially offset this. Electricity costs associated with an increasing number of electric vehicle charging points are projected to overspend (£35k).

Properties (Environment & Non-Operational) (£50,400 Underspend)

Operational running costs of Thornliebank Depot and the Spiersbridge Offices are projected to underspend (£40k). In line with previous years, an underspend on Street Nameplates (£10k) is projected.

Planning and Building Control (£39,600 Overspend)

Whilst payroll costs are projected to overspend (£175k), a contribution from the Modernisation Fund (£90k) will partly offset this. Fee income is projected to over-recover slightly (£45k).

Economic Development (£82,900 Overspend)

Income from Other Agencies is projected to under-recover (£120k), although this will be partially offset by some underspends across Supplies & Services (£40k).

Roads (£20,000 overspend)

Whilst payroll costs are projected to overspend (£290k), it is expected that this will be fully offset by an over-recovery in income (£290k), mainly from external fees and grants. The projected underspend in School Crossing Patrollers (£130k) only partially offsets projected overspends in Transport and Contractor costs (£150k).

Neighbourhood Services (161,100 Underspend)

Payroll costs are projected to underspend (£160k).

Parks (£158,900 Overspend)

Necessary spend on replacement equipment and playground supplies (£60k) is projected. On top of this, essential repair works must be carried out (£30k). Operational income is expected to under-recover (£60k).

Cleansing (£134,800 Overspend)

Net operational income is projected to under-recover (£80k). On top of this, necessary repair works at Thornliebank Depot (£60k) are required.

Waste Management (£213,600 Underspend)

Recyclable waste disposed of at the Civic Amenity Sites is projected to underspend (£80k). Kerbside recycling costs are also projected to underspend (£70k). On top of this, other waste management fees and disposal costs are projected to underspend (£70k).

Protective Services (£6,700 Underspend)

A number of small underspends (£7k) are projected across Supplies & Services

Other Housing (£74,800 Overspend)

An underspend in payroll costs (£100k) is projected as there are currently a number of vacancies. However, projected overspends on Subcontractors (£75k) and New Furnished Flats (£80k) more than offsets this.

Summary:

The above figures have been prepared on a Probable Outturn basis and therefore represent full year operational variances. Across the department there are a range of operational variances as noted above. Whilst payroll costs across the department are expected to overspend, it's worth noting that this will mainly be offset by over-recoveries in income, both internally generated and from external grants and receipts. The projections include an assumption that almost £1.2m of Covid related spend or lost income will be offset with Covid funding. The variances noted will be closely monitored for the remainder of the year with mitigating actions taken by management where this is possible.

ENVIRONMENT – PROPERTY AND TECHNICAL SERVICES

PROBABLE OUTTURN FORECAST AS AT 31st OCTOBER 2021 - £85,800 OVERSPEND

Property & Technical - Operations (£28,800 Overspend)

Payroll costs are projected to overspend (£29k).

Property & Technical – Strategy (£57,000 Overspend)

An overspend in payroll costs is projected (£55k). Projected overspends in External Contractor (£70k) costs are expected to be offset by additional recharge income (£70k).

Accommodation (Nil)

Central Accommodation costs are expected to be in line with budget.

Summary:

The above figures have been prepared on a Probable Outturn basis and therefore represent full year operational variances. The projections include an assumption that £67k of Covid related spend will be offset with Covid funding resource. These variances will continue to be monitored closely.

CORPORATE & COMMUNITY – COMMUNITY RESOURCES

Probable Outturn Forecast as at 31st OCTOBER 2021 - £19,900 Overspend

Communities and Strategy – Operational (£23,300 Underspend)

The variance is largely due to underspends in payroll budgets combined with reduced expenditure on hall lets and other activities as a result of Covid-19.

Humanitarian Need – Covid-19 (no variance)

Funding of £800k was carried forward into the current financial year for Humanitarian projects. Of this, £300k has already been approved by Cabinet covering additional staffing (£205k), training (£50k), free breakfasts (£28k) and transport (£10k). Other initiatives including community projects, fuel support and emerging need are ongoing and the expectation is that the funding will be fully utilised by the end of March 2022. More recently, ERC has been allocated £236k from the Scottish Government's Winter Support Fund to tackle financial insecurity. This funding will be used in accordance with the guidance set out over the remainder of this year and carried forward into next year if necessary.

Community Safety (£22,000 Underspend)

The underspend is due to a combination of slippage on payroll and increased maintenance costs.

Money Advice & Registrars (£42,300 Underspend)

The underspend is mainly due to payroll as a result of staff turnover and vacant hours.

Directorate, Strategic Insight & Partnerships Management (£6,300 Underspend)

The underspend is due to slippage on payroll.

Members Expenses, Grants, Elections and Corporate & Democratic Core (£10,400 Underspend)

The underspend is due to minor underspends across several lines including payroll, supplies and travel budgets.

Housing Benefits & Revenues Benefits, Business Support Team and Revenues Admin (£99,000 Overspend)

There have been significant operational challenges during 2021/22 with the Covid-19 pandemic and the Council Tax & Benefits system change. Additional support has been required to clear operational backlogs affecting customers totalling approx. £25k. There is an overspend on Housing Benefits of £93k where DWP funding is insufficient to meet rent levels for supported exempt accommodation (this is impacting councils across the country). Housing Benefit overpayment recovery continues to be challenging due to the impact of Covid-19 on residents' finances, and it is anticipated collection levels will be lower than budgeted by approximately £30k. Additional Discretionary Housing Payment Income of £72k has been received, which partly offsets these overspends.

Council Tax/Non Domestic Rates (£25,200 Overspend)

There have been significant operational challenges during 2021/22 with the Covid-19 pandemic and the Council Tax & Benefits system change increasing demands on the team. Additional support has been required to clear operational backlogs affecting customers totalling approx. £25k.

Summary:

Period 7 figures have been prepared on a probable outturn basis and therefore reflect full year costs. The projections include an assumption that £583k of Covid related spend or lost income will be offset with Covid funding resource. The operational overspend of £19,900 is mainly due to an overspend on Housing benefit and reduced recovery of Housing Benefit overpayments, offset by underspends on payroll.

CORPORATE & COMMUNITY – SUPPORT SERVICES**Probable Outturn Forecast as at 31st OCTOBER 2021- £36,400 Overspend****Revenues General (£13,300 Underspend)**

The underspend is mainly due to the slippage on vacant posts.

Strategy – Support and Insight (£17,600 Underspend)

The underspend is mainly due to slippage on vacant posts partially offset by expenditure on data analytics and recruitment costs.

PMO – (no variance)

There are no significant variances to report at this time.

IT (£21,800 Overspend)

The overspend is mainly due to increased expenditure on supplies and services.

Customer First (no variance)

There are no significant variances to report at this time.

Communications & Printing (£14,000 Overspend)

The overspend is due to a combination of increased staffing and supplies costs offset by underspends in transport.

Human Resources & Payroll (£51,300 Overspend)

The overspend is mainly due to increased staffing costs to cover for maternity, sickness absence and additional payroll resources to support the new system, some of which is currently offset by Modernisation Funding.

Democratic Services (£19,800 Underspend)

The underspend is mainly due to slippage on payroll and minor underspends across several supplies lines including transport

Summary:

Period 7 figures have been prepared on a probable outturn basis and therefore reflect full year costs. The projections include an assumption that £235k of Covid related spend or lost income will be offset with Covid funding resource. The operational net overspend of £36,400 is mainly due to a combination of net overspends in staffing budgets across several services and an overspend in supplies and services budgets.

CHIEF EXECUTIVES'S – NON SUPPORT**PROBABLE OUTTURN FORECAST AS AT OCTOBER 2021 - £ 164,700 OVERSPEND**

Temporary Loans Fund Interest income is projected to outturn under-recovered (£160k) due to the very low level of interest rates currently available in commercial markets. In addition Civic Licensing is projected at present to outturn over budget (£4.7k) due to less staff turnover than what is allowed for in the budget and additional IT Software costs. Included in Income is £42k of Covid Grants to offset expected Licensing income under- recoveries due to the Covid-19 pandemic.

Summary:

Period 7 figures have been prepared on a probable outturn basis and therefore reflect projected full year costs. The projections include an assumption that £42k of Covid related lost income will be offset with Covid funding resource. The operational overspend at Period 7 of £164,700 is due mainly to a loss of Temporary Loans Fund Interest.

CHIEF EXECUTIVE'S OFFICE – SUPPORT

PROBABLE OUTTURN FORECAST AS AT 31st OCTOBER 2021 - £6,300 UNDERSPEND

The projected underspend of £6,300 is comprised of a number of variances:

There are projected underspends In Internal Audit (46k) and Procurement (£69k) due to staff vacancies. In addition, Supplies and Services in Accountancy (8k) and Legal Services (£6k) are projected to underspend based upon last year's outturn and current levels of expenditure to date. Legal recharges to other Departments are projected to outturn above budget (£7k) due to additional legal fees that have been incurred and are recoverable from other Departments. Income in Procurement is projected to outturn above budget (£23k) due to a drawdown from the Modernisation Fund to fund a temporary post and the Scotland Excel secondment.

Mostly offsetting these favourable variances are projected payroll overspends in Accountancy (£36k), Chief Executive's Office (£4k) and Legal Services (£9k) due to less staff turnover than what is allowed for in the budget. There is also a temporary post in Procurement that is funded by the Modernisation Fund. Supplies & Services in Procurement are projected to overspend (£77k) as the result of the costs of a seconded officer from Scotland Excel which is met from the Modernisation Fund. Legal Services Sales Fees and Charges are projected to under-recover (£27k) due to a lower level of demand than what was anticipated in the Estimates.

Summary:

Period 7 figures have been prepared on a probable outturn basis and therefore reflect projected full year costs. The projected underspend at Period 7 of £6,300 is due to vacant posts in Internal Audit and Procurement and underspends in Accountancy and Legal Services Supplies and Services. There is also additional income in Legal from recharges to other Departments and additional income in Procurement from the Modernisation Fund. Mostly offsetting these favourable variances are lower than budgeted staff turnover in Accountancy, Chief Executive's Office and Legal Services. In Procurement there is a temporary post and additional costs for a seconded officer from Scotland Excel. In Legal Services there is an under-recovery in Sales Fees and Charges.

OTHER EXPENDITURE & INCOME

PROBABLE OUTTURN FORECAST AS AT 31st OCTOBER 2021 - £1,247,900 UNDERSPEND

Restructuring Costs (£212,500 Underspend)

It is expected that this resource will not be fully utilised to meet restructure commitments and redeployment costs at this time.

Unallocated Overheads (£174,000 Underspend)

Forecast pension revised based on anticipated utilisation of funds.

Loan Debt (£673,000 Underspend)

Current projection is Loan debt expenditure will be £673,000 favourable as against estimate at the end of the financial year. Given current uncertainties, position will continue to be monitored.

Other Services (£188,400 Underspend)

Lower than anticipated expenditure arising from contingent operations / costs that have not as yet materialised or been confirmed.

Summary:

Month 7 figures are prepared on a probable outturn basis and reflect initial projected full year costs. The reported position of £1,247,900 will be monitored and adjusted as required in conjunction with implementation of Council's service redesigns and arising events and it is expected to reduce before the year-end.

HEALTH & SOCIAL CARE PARTNERSHIP
PROBABLE OUTTURN FORECAST AS AT 31st OCTOBER 2021 – Nil Variance

Children & Families & Public Protection (£246,400 Overspend)

The current projected overspend is mainly as a result of payroll and care commitments. As reported at P5 it was anticipated that demand and activity could increase as we emerge from the pandemic and this has materialised in payroll projections and commitments for third party payments including agency foster care and residential costs increasing (£1,462k). However due to the nature of some costs here, it is anticipated some costs can be offset and included in our Covid 19 returns to Scottish government (£620k). Other grant funding and utilisation of reserves (£630k) further offsets costs and this is reflected in the overspend reported. The previously reported underspend at period 5 has changed significantly over the last two periods with the position worsening by over £600k due to increased demand around residential and agency fostering and amended payroll projections. Demand will continue to be monitored alongside the ongoing impacts of the pandemic as the year progresses.

Adult – Intensive Services (£1,128,100 Overspend)

1. Care at Home – There is a projected overspend of £694k which relates to both staffing and care costs. Staff costs are projected to be £627k overspent, including agency costs, with care costs £928k over. New funding for Winter Planning is planned to be utilised in part to offset the existing investment in the service (£825k). This is an improvement in outturn of £575k due to some increase in provider spend, offset by Winter Planning funding.
2. Telecare – there is a projected overspend of £570k, mainly related to staffing costs.
3. Bonnyton House and Day Centres including Kirkton – there is an underspend in day centre costs mainly around staffing costs, overall underspend £136k.

There continues to be increased volume within Care at Home, which is offset in part by reduced costs within Nursing and Residential care. A budget virement between Nursing and Residential costs is being considered however, it is difficult to establish a new baseline within Residential at this time.

Adult – Localities Services (£1,460,600 Underspend)

The main variances within our adult community services across both Eastwood and Barrhead localities are:

1. Older People – the projected underspend of £1,139k relates mainly to care commitments and staff turnover within teams. There remains a significant underspend of around £2.3m within Nursing and Residential care and this continues to offset additional costs of care within localities purchased care (£1.3m) and also the increased activity in Care at Home within Intensive Services. The cost projections make an allowance for increased winter activity. A budget virement (see intensive services above) is being considered to re-balance budgets between care at home and nursing and residential care budgets. This is a further underspend of £532k in relation to reduced care package costs and reduced commitments in localities purchased care.
2. Physical & Sensory Disability – the projected overspend of £159k reflects a higher level of current care package commitments (£90k) and staffing and adaptation costs (£56k). a modest reduction in projected costs since last time. Demand for adaptations may yet increase as part of recovery and this will continue to be monitored.
3. Learning Disability – the projected underspend of £481k is due to underspends in staffing costs due to turnover (£276k). Care package costs are projected to underspend (£254k), offset by a reduction in expected income from Independent Living Fund (£55k). This is a further underspend of £22k since last reported mainly staffing projections. This position is net of Covid support and we would expect care package costs to increase post pandemic.

Recovery Services – Mental Health & Addictions (£280,100 Overspend)

The projected overspend of £351k in Mental Health reflects current recorded care commitments and staff costs, there has been an increase in client volume since 2020/21. An underspend of £70k in relation to Addictions services reflects staff turnover and current care package cost commitments.

Finance & Resources (£138,700 Underspend)

A projected underspend of £139k is now reported in relation to staff turnover, and property costs across the service. This is reduction in projected costs of £134k since last reported due to improved staffing projections in part reflecting additional funding and as we approach the end of the calendar year a less prudent approach to property costs.

Contribution from IJB (£55,300 Over recovery)

This is the net contribution from the IJB reserves to meet the projected operational overspend relating to social care in the current financial year, as required. Work is ongoing to minimise the planned draw on IJB reserves.

Summary:

The projected outturn position, which highlights a potential overspend of £55.3k, will be met from IJB reserves, as required, subject to the final outturn at the end of the financial year.

The partnership continues to carry unachieved savings of around £3.4m as the ability to achieve these savings has been impacted by capacity as a result of the pandemic. These unachieved savings are included in our COVID returns to Scottish government and, it has been assumed that we will receive full funding alongside some achievement ourselves in relation to the HSCPs recovery and renewal programme. This remains a risk to the HSCP and all efforts continue to be made to realise as much of these savings as is possible within the 2021/22 financial year, with the potential to use reserves to be considered should Scottish Government funding not be extended.

All other additional Covid19 costs continue to be reported to the Scottish Government as part of the HSCP Mobilisation Plan and are reflected in the reported position with the assumption of matching income. The application of the new Winter Planning funding is still being finalised and as included above an offset to existing costs of £825k is shown.

The cost assumptions will continue to be revised as actual costs are incurred, however the significant financial risk remains that we may not receive full funding to offset the additional costs. In mitigation of this risk regular monitoring continues to be ongoing in order to flag up early issues and take decisive action where possible.

This position will be subject to change as monitoring and commitment information are refined over the remainder of the year

HOUSING REVENUE ACCOUNT

PROBABLE OUTTURN FORECAST AS AT 31st OCTOBER 2021 - £124,600 OVERSPEND

Housing Revenue Account (£404,700 Underspend)

There are a number of under and overspends forecast within the Housing Revenue Account across the main expenditure groups. Projected underspends in Payroll costs due to ongoing staff vacancies (£197k). Current Finance loan costs are forecasted under budget due to delay in capital projects (£102k). Projecting additional income in council house rents due to Other Housings above planned use of HRA stock for HPU units (£101k).

Housing Maintenance Team (£529,300 Overspend)

Projected under-recovery of Capital works due to unavailability of materials / labour (£375k), in addition to projected overspend in Sub contractors due to staff shortages (£280k). IT costs are forecasted above budget due to implementation delays so a longer system overlap is now required (£28k). This is partially offset by a projected underspend in payroll costs (£140k) due to a high level of vacancies.

Summary:

The above figures have been prepared on a Probable Outturn basis and therefore represent full year variances. Workload pressures caused by vacancies have required agency staff to be employed in both the HRA and Housing Maintenance Team. The variances will be reviewed during the course of the year and with mitigating actions taken by management where possible. There is the option to mitigate overspend using the available reserve balance in the HRA account, discussions are underway on how much could potentially be used.

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Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Education	167,970,500	3,163,400	171,133,900	76,349,078	74,340,918	2,008,160	15,900
Contribution to Integration Joint Board	54,319,400		54,319,400	29,340,633	35,728,497	(6,387,864)	0
Environment	31,135,500	0	31,135,500	14,172,534	13,357,668	814,866	(182,500)
Environment - Support			0	1,505,621	1,878,923	(373,302)	(85,800)
Chief Executives Office	70,200	0	70,200	43,787	44,422	(635)	(164,700)
Chief Executives Office - Support			0	1,674,710	1,728,261	(53,551)	6,300
Corp & Comm - Community Resources	13,013,700	(8,500)	13,005,200	3,421,443	3,655,840	(234,397)	(19,900)
Corp & Comm - Support		0	0	7,753,640	7,655,137	98,503	(36,400)
Other Expenditure & Income	1,789,300		1,789,300	604,100	433,826	170,274	1,247,900
Joint Boards	2,358,800		2,358,800	1,899,600	1,875,189	24,411	28,500
Contingency - Welfare	200,000		200,000	0	0	0	68,900
Health & Social Care Partnership	646,700	0	646,700	(307,000)	(421,821)	114,821	0
Service Resource Adjustment	(335,300)	8,500	(326,800)			0	0
Additional COVID19 Support Grant			0			0	0
Housing Revenue Account	0	0	0	(3,284,535)	(3,429,554)	145,019	(124,600)
TOTAL	271,168,800	3,163,400	274,332,200	133,173,611	136,847,306	(3,673,695)	753,600

Summary of Operational Adjustments.

Capital Charges

Ring Fenced Grants - Education & HSCP

Additional Education Funding - Reserve release

285,000

Teacher Induction Scheme

2,878,400

Reserve Release

0

Addit.COVID19 Supp. Grant-

0

Devolved School Management

0

3,163,400

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Employee Costs	167,723,600	1,278,500	169,002,100	99,563,007	98,454,674	1,108,333	(4,359,500)
Property Costs	17,904,400	8,900	17,913,300	11,206,301	9,325,518	1,880,783	(393,600)
Transport Costs	5,729,000	95,000	5,824,000	3,307,077	3,551,766	(244,689)	(684,500)
Supplies & Services	54,330,600	911,300	55,241,900	29,908,813	30,919,895	(1,011,082)	(1,014,700)
Third Party Payments	57,491,000	125,000	57,616,000	30,356,607	31,420,746	(1,064,139)	(6,732,800)
Transfer Payments	19,802,400	0	19,802,400	9,065,900	15,457,024	(6,391,124)	(1,745,200)
Support Services	15,432,300	8,500	15,440,800	30,217	0	30,217	0
Other Expenditure			0	0	0	0	0
Depcn And Impairment Losses	20,307,200	0	20,307,200	0	0	0	0
Financing Costs	4,289,000		4,289,000			0	54,000
TOTAL EXPENDITURE	363,009,500	2,427,200	365,436,700	183,437,922	189,129,623	(5,691,701)	(14,876,300)
Income	(91,840,700)	736,200	(91,104,500)	(50,264,311)	(52,282,317)	2,018,006	15,629,900
TOTAL	271,168,800	3,163,400	274,332,200	133,173,611	136,847,306	(3,673,695)	753,600

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Subjective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Education	Employee Costs	118,763,400	1,237,300	120,000,700	66,244,133	63,985,019	2,259,114	259,200
	Property Costs	12,523,800	8,900	12,532,700	7,936,641	6,919,328	1,017,313	(267,800)
	Transport Costs	1,969,500	95,000	2,064,500	1,090,475	1,057,410	33,065	(190,200)
	Supplies & Services	31,112,600	911,300	32,023,900	14,094,804	13,816,700	278,104	307,100
	Third Party Payments	12,719,100	125,000	12,844,100	6,627,853	6,080,594	547,259	(30,500)
	Transfer Payments	995,900	0	995,900	707,214	725,538	(18,324)	(339,000)
	Support Services	5,755,800	0	5,755,800	0	0	0	
	Depcn And Impairment Losses	13,948,100	0	13,948,100	0	0	0	
Total Expenditure		197,788,200	2,377,500	200,165,700	96,701,120	92,584,589	4,116,531	(261,200)
	Income	(29,817,700)	785,900	(29,031,800)	(20,352,042)	(18,243,671)	(2,108,371)	277,100
Education	TOTAL	167,970,500	3,163,400	171,133,900	76,349,078	74,340,918	2,008,160	15,900

Summary of Operational Adjustments:

Additional Education Funding - Reserve release	285,000
Teacher Induction Scheme	2,878,400

Devolved School Management
There have been operational adjustments between objective headings in this reporting period in accordance with approved DSM scheme.

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3,163,400

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Subjective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Education	Pre Five Education	9,571,900	177,200	9,749,100	(942,912)	(1,372,698)	429,786	(51,300)
	Primary Education	51,413,200	1,249,500	52,662,700	27,264,623	26,403,553	861,070	(226,200)
	Secondary Education	65,208,000	1,950,900	67,158,900	35,317,464	33,228,127	2,089,337	(6,300)
	Schools Other	5,568,500	(214,200)	5,354,300	1,811,261	1,578,288	232,973	358,300
	Special Education	7,915,700		7,915,700	3,912,067	3,919,114	(7,047)	(175,900)
	Psychological Service	907,300		907,300	518,855	570,009	(51,154)	30,500
	Transport (excl Spec Educ)	1,096,400		1,096,400	543,532	557,053	(13,521)	(22,900)
	Bursaries / Emas	0		0		30,510	(30,510)	0
	Provision for Clothing	374,700		374,700	344,847	248,680	96,167	14,000
	Administration & Support	11,850,400		11,850,400	1,984,055	1,957,041	27,014	79,300
	School Crossing Patrollers	0		0	(23,259)	61,121	(84,380)	0
	Catering	0		0	67,318	170,503	(103,185)	0
	Cleaning & Janitorial	2,322,200		2,322,200	1,103,406	2,518,179	(1,414,773)	47,600
	Culture & Leisure Services	11,742,200		11,742,200	4,447,821	4,471,438	(23,617)	(31,200)
Education	TOTAL	167,970,500	3,163,400	171,133,900	76,349,078	74,340,918	2,008,160	15,900

Summary of Operational Adjustments:

Additional Education Funding - Reserve release	285,000
Teacher Induction Scheme	2,878,400
Devolved School Management	
There have been operational adjustments between objective headings in this reporting period in accordance with approved DSM scheme.	
	3,163,400

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Subjective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Contribution to Integration Joint Board	Third Party Payments	54,319,400	0	54,319,400	29,340,633	35,728,497	(6,387,864)	0
Contribution to Integration Joint Board	TOTAL	54,319,400	0	54,319,400	29,340,633	35,728,497	(6,387,864)	0

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Contribution to Integration Joint Board	Core Funding	54,319,400	0	54,319,400	29,340,633	35,728,497	(6,387,864)	0
Contribution to Integration Joint Board	TOTAL	54,319,400	0	54,319,400	29,340,633	35,728,497	(6,387,864)	0

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Subjective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Environment	Employee Costs	15,429,400		15,429,400	8,273,533	8,478,206	(204,673)	(623,700)
	Property Costs	2,573,800		2,573,800	1,241,795	1,070,681	171,114	(50,900)
	Transport Costs	3,290,100		3,290,100	1,919,224	2,159,690	(240,466)	(394,200)
	Supplies & Services	15,080,500		15,080,500	8,323,793	8,321,684	2,109	(560,800)
	Third Party Payments	826,100		826,100	149,608	161,363	(11,755)	(398,600)
	Transfer Payments	706,200		706,200	387,542	5,632,496	(5,244,954)	(236,700)
	Support Services	2,955,100		2,955,100	29,575	0	29,575	0
	Depcn And Impairment Losses	4,877,600		4,877,600	0	0	0	0
Total Expenditure		45,738,800		45,738,800	20,325,070	25,824,120	(5,499,050)	(2,264,900)
	Income	(14,603,300)		(14,603,300)	(6,152,536)	(12,466,452)	6,313,916	2,082,400
Environment	TOTAL	31,135,500	0	31,135,500	14,172,534	13,357,668	814,866	(182,500)

Summary of Operational Adjustments.

Capital charges

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Environment	Directorate & Supp Environment	1,893,600		1,893,600	604,954	214,637	390,317	(97,300)
	Environment Accommodation	77,000		77,000	560,758	414,138	146,620	37,400
	Planning & Development	976,000		976,000	375,166	451,973	(76,807)	(30,000)
	Economic Development Summary	1,057,000		1,057,000	383,034	1,309,090	(926,056)	(82,900)
	Roads - Council	12,140,000		12,140,000	5,883,816	6,230,774	(346,958)	(20,000)
	Roads Contracting Unit	0		0	(39,691)	28,093	(67,784)	0
	Parks	163,900		163,900	(376,616)	(547,978)	171,362	(158,900)
	Cleansing & Recycling	923,900		923,900	(193,094)	(355,130)	162,036	(174,800)
	Waste Management	4,515,000		4,515,000	2,154,825	2,038,909	115,916	253,600
	Protective Services	1,225,600		1,225,600	533,352	501,887	31,465	6,700
	Transport	0		0	(152,845)	(75,462)	(77,383)	0
	Neighbourhood Services Mgmt	5,340,000		5,340,000	2,784,534	2,623,678	160,856	161,100
	Env Strat/ Op Management	191,900	0	191,900	139,626	140,610	(984)	(6,000)
	Non Operational Properties	175,100		175,100	81,026	35,158	45,868	13,000
	Other Housing	2,084,000		2,084,000	1,238,458	107,657	1,130,801	(74,800)
	Strategy - Bi Team	372,500		372,500	195,231	239,634	(44,403)	(9,600)
Environment	TOTAL	31,135,500	0	31,135,500	14,172,534	13,357,668	814,866	(182,500)

Summary of Operational Adjustments.

capital charges

Budgetary Control Statement
 Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Subjective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Environment - Support	Employee Costs	2,123,200		2,123,200	1,138,457	1,099,273	39,184	(83,800)
	Property Costs	1,041,800		1,041,800	734,591	578,922	155,669	0
	Transport Costs	14,700		14,700	8,575	1,469	7,106	10,000
	Supplies & Services	286,400		286,400	107,506	491,546	(384,040)	(116,900)
	Support Services	1,100		1,100	642	0	642	0
	Depcn And Impairment Losses	226,900		226,900	0	0	0	0
Total Expenditure		3,694,100		3,694,100	1,989,771	2,171,210	(181,439)	(190,700)
	Income	(1,114,200)		(1,114,200)	(484,150)	(292,287)	(191,863)	104,900
Environment - Support	TOTAL	2,579,900	0	2,579,900	1,505,621	1,878,923	(373,302)	(85,800)

Summary of Operational Adjustments.

Capital Charges

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Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Environment - Support	Prop & Tech - Operations	815,300		815,300	480,213	508,161	(27,948)	(28,800)
	Accommodation	1,319,800		1,319,800	738,499	606,748	131,751	0
	Property & Technical - Strategy	444,800		444,800	286,909	764,014	(477,105)	(57,000)
Environment - Support	TOTAL	2,579,900	0	2,579,900	1,505,621	1,878,923	(373,302)	(85,800)

Summary of Operational Adjustments.

Capital Charges

=====

Budgetary Control Statement
 Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Chief Executives Office	Employee Costs	22,600		22,600	12,131	12,636	(505)	(2,100)
	Transport Costs	3,000		3,000	1,750	1,894	(144)	(500)
	Supplies & Services	413,500		413,500	165,589	163,856	1,733	(2,100)
	Support Services	56,500		56,500	0	0	0	0
	Depcn And Impairment Losses	5,200		5,200	0	0	0	0
Total Expenditure		500,800		500,800	179,470	178,386	1,084	(4,700)
	Income	(430,600)	0	(430,600)	(135,683)	(133,964)	(1,719)	(160,000)
Chief Executives Office	TOTAL	70,200	0	70,200	43,787	44,422	(635)	(164,700)

Summary of Operational Adjustments.

Release of Covid Reserve	(18,000)
Reduced Income Additional Resource	18,000
	<u>0</u>

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Chief Executives Office	Accountancy & Directorate	58,500		58,500	157,600	158,737	(1,137)	(160,000)
	Licensing	11,700	0	11,700	(71,054)	(65,208)	(5,846)	(4,700)
	Licensing Board	0	0	0	(42,759)	(49,107)	6,348	
Chief Executives Office	TOTAL	70,200	0	70,200	43,787	44,422	(635)	(164,700)

Summary of Operational Adjustments.

Release of Covid Reserve	(18,000)
Reduced Income Additional Resource	18,000
	<u>0</u>

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Chief Executives Office - Support	Employee Costs	3,105,400		3,105,400	1,666,066	1,619,774	46,292	67,300
	Supplies & Services	86,400		86,400	61,670	131,712	(70,042)	(86,800)
	Third Party Payments	75,500		75,500	0	0	0	(800)
	Transfer Payments	0		0	0	0	0	0
	Support Services	0		0	0	0	0	0
Total Expenditure		3,267,300		3,267,300	1,727,736	1,751,486	(23,750)	(20,300)
	Income	(423,300)	0	(423,300)	(53,026)	(23,225)	(29,801)	26,600
Chief Executives Office - Support	TOTAL	2,844,000	0	2,844,000	1,674,710	1,728,261	(53,551)	6,300

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Chief Executives Office - Support	Chief Executives Section	431,700		431,700	231,679	233,443	(1,764)	(5,400)
	Accountancy & Directorate	1,399,200		1,399,200	840,984	834,211	6,773	(28,300)
	Legal Services	430,700		430,700	257,931	332,077	(74,146)	(22,800)
	Purchasing & Procurement	310,500		310,500	198,055	209,362	(11,307)	16,300
	Internal Audit	271,900		271,900	146,061	119,168	26,893	46,500
Chief Executives Office - Support	TOTAL	2,844,000	0	2,844,000	1,674,710	1,728,261	(53,551)	6,300

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Corp & Comm - Community Resources	Employee Costs	4,839,400	41,200	4,880,600	2,639,294	2,862,866	(223,572)	(805,900)
	Property Costs	63,300		63,300	37,316	50,848	(13,532)	(41,000)
	Transport Costs	60,900		60,900	35,465	59,430	(23,965)	(38,100)
	Supplies & Services	1,206,200		1,206,200	556,338	576,937	(20,599)	(541,700)
	Third Party Payments	309,700		309,700	221,108	221,944	(836)	(240,800)
	Transfer Payments	17,730,000		17,730,000	7,922,075	9,031,043	(1,108,968)	(1,141,600)
	Support Services	3,498,900		3,498,900	0	0	0	0
	Depcn And Impairment Losses	215,600	0	215,600	0	0	0	0
Total Expenditure		27,924,000	41,200	27,965,200	11,411,596	12,803,068	(1,391,472)	(2,809,100)
	Income	(14,910,300)	(49,700)	(14,960,000)	(7,990,153)	(9,147,228)	1,157,075	2,789,200
Corp & Comm - Community Resources	TOTAL	13,013,700	(8,500)	13,005,200	3,421,443	3,655,840	(234,397)	(19,900)

Summary of Operational Adjustments
Additional Expenditure Resource Covid
Reserve Release Covid
transfer to CCS

49,700
(49,700)
(8,500)
(8,500)

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Corp & Comm - Community Resources	Community Learning & Dev	953,100		953,100	444,618	287,410	157,208	42,200
	Strategy (Operational)	368,800		368,800	129,618	37,335	92,283	(18,900)
	Community Safety	1,473,300	0	1,473,300	740,812	843,188	(102,376)	22,000
	Registrars	224,700	(8,500)	216,200	15,919	(428)	16,347	20,800
	Grants	165,500		165,500	145,475	136,454	9,021	3,200
	Auchenback Resource Centre	30,700		30,700	17,908	21,717	(3,809)	0
	Strategic Insight & Comm.Mgmt.	19,200		19,200	54,715	(631,598)	686,313	3,500
	Members Expenses	543,700		543,700	295,750	287,074	8,676	9,200
	MART	1,036,200		1,036,200	405,100	798,942	(393,842)	21,500
	Directorate	131,100		131,100	158,764	166,355	(7,591)	2,800
	Revenues Admin	335,300		335,300	165,452	164,391	1,061	(24,700)
	Business Support Team	249,600	0	249,600	148,868	140,891	7,977	1,800
	Housing Benefits	600,200	0	600,200	29,285	(122,518)	151,803	(72,700)
	Revenues - Benefits	859,400		859,400	318,588	1,172,436	(853,848)	(3,400)
	Council Tax/Ndr	4,374,500	0	4,374,500	271,754	272,706	(952)	(25,200)
	Cost Of Elections	181,100		181,100	14,717	12,755	1,962	(1,400)
	Corporate & Democratic Core	1,467,300		1,467,300	64,100	68,730	(4,630)	(600)
Corp & Comm - Community Resources	TOTAL	13,013,700	(8,500)	13,005,200	3,421,443	3,655,840	(234,397)	(19,900)

Summary of Operational Adjustments
transfer to CCS

(8,500)
(8,500)

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Corp & Comm - Support	Employee Costs	7,806,700	35,300	7,842,000	4,219,776	4,464,868	(245,092)	(611,200)
	Property Costs	3,500		3,500	2,458	2,419	39	3,300
	Transport Costs	25,900		25,900	15,048	10,665	4,383	9,400
	Supplies & Services	4,108,600	93,500	4,202,100	3,812,866	3,517,189	295,677	(347,200)
	Third Party Payments	19,400		19,400	19,000	15,741	3,259	(2,800)
	Support Services	0		0	0	0	0	0
	Depcn And Impairment Losses	4,232,000		4,232,000	0	0	0	0
Total Expenditure		16,196,100	128,800	16,324,900	8,069,148	8,010,882	58,266	(948,500)
	Income	(1,729,000)	(120,300)	(1,849,300)	(315,508)	(355,745)	40,237	912,100
Corp & Comm - Support	TOTAL	14,467,100	8,500	14,475,600	7,753,640	7,655,137	98,503	(36,400)

Summary of Operational Adjustments.
Additional Expenditure Resource Covid
Reserve Release Covid
Transfer from CCS

120,300
(120,300)
8,500
8,500

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Corp & Comm - Support	Revenues - General	424,300	0	424,300	235,276	239,066	(3,790)	13,300
	Digital services	9,524,800	0	9,524,800	4,659,387	4,304,922	354,465	(21,800)
	Strategy - Support	308,300		308,300	152,632	122,762	29,870	34,500
	Communications	407,800		407,800	256,487	246,423	10,064	42,500
	Printing	145,000		145,000	91,549	117,995	(26,446)	(56,500)
	Human Resources & Payroll	1,724,600		1,724,600	963,041	1,127,564	(164,523)	(51,300)
	Democratic Services	411,600		411,600	221,740	205,445	16,295	19,800
	Customer Services	974,900	8,500	983,400	611,886	635,619	(23,733)	0
	Core Corporate	0		0	285,998	347,368	(61,370)	0
	Insight	202,200	0	202,200	102,345	77,073	25,272	(16,900)
	Project Management Office	343,600		343,600	173,299	230,900	(57,601)	0
Corp & Comm - Support	TOTAL	14,467,100	8,500	14,475,600	7,753,640	7,655,137	98,503	(36,400)

Summary of Operational Adjustments.
Transfer from CCS

8,500

Budgetary Control Statement
 Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Other Expenditure & Income	Expenditure	1,717,000		1,717,000	604,100	462,522	141,578	1,219,200
	Support Services	72,300		72,300	0	0	0	0
Total Expenditure		1,789,300		1,789,300	604,100	462,522	141,578	1,219,200
	Income	0	0	0	0	(28,696)	28,696	28,700
Other Expenditure & Income	TOTAL	1,789,300	0	1,789,300	604,100	433,826	170,274	1,247,900

Summary of Operational Adjustments:

0

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Other Expenditure & Income	Other Expenditure & Income	1,789,300		1,789,300	604,100	462,522	141,578	1,219,200
	Income	0	0	0	0	(28,696)	28,696	28,700
Other Expenditure & Income	TOTAL	1,789,300	0	1,789,300	604,100	433,826	170,274	1,247,900

Summary of Operational Adjustments:

0

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Joint Boards	Contributions	2,352,000		2,352,000	1,899,600	1,875,189	24,411	28,500
	Support Services	6,800		6,800	0	0	0	0
Total Expenditure		2,358,800		2,358,800	1,899,600	1,875,189	24,411	28,500
Joint Boards	TOTAL	2,358,800	0	2,358,800	1,899,600	1,875,189	24,411	28,500

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Joint Boards	SPTE (incl Concess Fares)	1,766,000		1,766,000	1,313,600	1,301,914	11,686	15,800
	Renfrewshire Valuation J/Brd	586,000		586,000	586,000	573,275	12,725	12,700
	Support Services	6,800		6,800			0	
Joint Boards	TOTAL	2,358,800	0	2,358,800	1,899,600	1,875,189	24,411	28,500

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Contingency - Welfare	Supplies & Services	200,000		200,000	0	0	0	68,900
Total Expenditure		200,000		200,000	0	0	0	68,900
Contingency - Welfare	TOTAL	200,000	0	200,000	0	0	0	68,900

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Contingency - Welfare	Supplies & Services	200,000		200,000	0	0	0	68,900
Contingency - Welfare	TOTAL	200,000	0	200,000	0	0	0	68,900

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Health & Social Care Partnership	Employee Costs	23,593,900		23,593,900	12,643,738	13,503,362	(859,624)	(2,897,900)
	Property Costs	903,200		903,200	551,431	276,149	275,282	(33,100)
	Transport Costs	257,900		257,900	150,439	186,478	(36,039)	(66,000)
	Supplies & Services	1,890,900		1,890,900	731,872	2,040,791	(1,308,919)	(830,700)
	Third Party Payments	41,284,100		41,284,100	21,439,438	23,065,915	(1,626,477)	(6,085,800)
	Transfer Payments	39,700		39,700	11,328	38,422	(27,094)	(27,900)
	Support Services	2,419,900		2,419,900	0	0	0	
	Depcn And Impairment Losses	1,260,700		1,260,700	0	0	0	
Total Expenditure		71,650,300	0	71,650,300	35,528,246	39,111,117	(3,582,871)	(9,941,400)
	Income	(11,409,200)		(11,409,200)	(6,494,613)	(3,804,441)	(2,690,172)	9,886,100
Core funding from	Integration Joint Board	(59,594,400)	0	(59,594,400)	(29,340,633)	(35,728,497)	6,387,864	55,300
Health & Social Care Partnership	TOTAL	646,700	0	646,700	(307,000)	(421,821)	114,821	0

Summary of operational adjustments
Capital Charges
Ring Fenced Grant - Criminal Justice

0

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Health & Social Care Partnership	Public Protect.-Child. & Families	9,893,000		9,893,000	4,597,379	5,252,963	(655,584)	(246,400)
	Adult Health - Intensive Services	10,941,000	6,500	10,947,500	5,444,020	8,388,734	(2,944,714)	(1,128,100)
	Adult Health-Localities Services							
	Older People	17,264,100	(64,400)	17,199,700	9,435,535	7,895,475	1,540,060	1,139,100
	Physical Disability	5,188,400	57,900	5,246,300	3,184,948	3,016,843	168,105	(159,200)
	Learning Disability	11,284,100		11,284,100	5,388,164	6,560,980	(1,172,816)	480,700
	Recovery Services-Mental Health	1,784,900		1,784,900	844,511	1,429,992	(585,481)	(280,100)
	Criminal Justice	19,100		19,100	30,765	(101,265)	132,030	0
	Finance & Resources	3,866,500		3,866,500	108,311	2,862,954	(2,754,643)	138,700
		60,241,100	0	60,241,100	29,033,633	35,306,676	(6,273,043)	(55,300)
	Core Funding from Integration Joint Board	(59,594,400)	0	(59,594,400)	(29,340,633)	(35,728,497)	6,387,864	55,300
Health & Social Care Partnership	TOTAL	646,700	0	646,700	(307,000)	(421,821)	114,821	0

Summary of operational adjustments

Capital Charges

Ring Fenced Grant - Criminal Justice

0

Budgetary Control Statement
Period 07 / 2122 31 October 2021

Period End: 31 October 2021

Period 07 / 2122

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Housing Revenue Account	Employee Costs	5,074,900		5,074,900	2,725,879	2,428,670	297,209	338,600
	Property Costs	1,840,300		1,840,300	702,069	427,171	274,898	(4,100)
	Transport Costs	147,600		147,600	86,101	74,730	11,371	(4,900)
	Supplies & Services	2,709,900	0	2,709,900	1,450,275	1,396,958	53,317	(240,600)
	Third Party Payments	0		0	0	0	0	0
	Transfer Payments	330,600		330,600	37,741	29,525	8,216	0
	Support Services	1,002,300		1,002,300	0	0	0	0
	Depcn And Impairment Losses	4,289,000	0	4,289,000	0	0	0	54,000
Total Expenditure		15,394,600		15,394,600	5,002,065	4,357,054	645,011	143,000
	Income	(15,394,600)	0	(15,394,600)	(8,286,600)	(7,786,608)	(499,992)	(267,600)
Housing Revenue Account	TOTAL	0	0	0	(3,284,535)	(3,429,554)	145,019	(124,600)

Department	Objective Name	Approved Budget Per 05	Operational Adjustments	Revised Estimate Per 07	Budget Estimate to Date - Per 07	Actual to Date	Variance (Over)/Under	Forecast
Housing Revenue Account	Construction	(3,334,700)	42,900	(3,291,800)	(4,849,613)	(5,213,751)	364,138	(529,300)
	Hra - Client	3,334,700	(42,900)	3,291,800	1,565,078	1,784,197	(219,119)	404,700
Housing Revenue Account	TOTAL	0	0	0	(3,284,535)	(3,429,554)	145,019	(124,600)

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EAST RENFREWSHIRE COUNCILCABINET27 JANUARY 2022Report by Director of EnvironmentCARBON EMISSIONS REPORTING (2019/20 & 2020/21)**PURPOSE OF REPORT**

1. To update the Cabinet with the results of the 2019/20 & 2020/21 carbon emissions from the Council's operations and outline how these results will inform the Get to Zero Action Plan.

RECOMMENDATIONS

2. The Cabinet is asked to note:
- a) The results of the 2019/20 and 2020/21 carbon baseline report, as provided in Appendix 1.
 - b) The implications of the report, which requires improvements to data and further analysis of the Council procurement spend.

BACKGROUND

3. The Council has committed to completing a 'Get to Zero' plan that will meet the requirements to achieve net zero carbon-emissions by 2045 with interim targets for 75% (2030) and 90% (2040). Preparations for this plan are underway.
4. Reducing emissions is a statutory requirement. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets legally binding emissions reduction targets for Scotland as a whole.
5. A carbon baseline exercise was commissioned in Spring 2021 to help understand the current performance and the areas of Council operations that could yield the greatest reductions in carbon. The report was completed by consultants, Accelar and Aether Ltd.
6. The initial focus of the baseline report was on Council operations. However, the role of the wider community in reducing emissions will need to be explored in more detail at a later stage as local authorities require to support the achievement of net zero emissions within their geographic boundaries.
7. The report followed a standard methodology. The scope of the emissions covered as they relate to the Council's operations and spending are shown in *Diagram 1*.




Scope	Definition	Sources
Scope 1	All direct emissions from sources that are owned or controlled by the Council 	<ul style="list-style-type: none"> The gas supply and water supply and treatment for: <ul style="list-style-type: none"> The council's own buildings Council owned non-domestic (trust) buildings Petrol and diesel vehicles in the council fleet
Scope 2	Energy-related indirect emissions from generation of purchased electricity, steam and heating/cooling consumed by the Council 	<ul style="list-style-type: none"> Generation of purchased electricity for: <ul style="list-style-type: none"> The council's own buildings Council owned non-domestic assets: <ul style="list-style-type: none"> Trust buildings (labelled as "non-domestic buildings" in figures) Street lighting Other unmetered supply (traffic signals, CCTV, bollards etc) Electric vehicles in the council fleet
Scope 3	All other indirect emissions that are a consequence of the activities of the Council 	<ul style="list-style-type: none"> Council business travel Council leased domestic properties (gas and electricity) Procurement of goods and services (inc. social care contracts and leisure centres) Waste disposal and processing <ul style="list-style-type: none"> Landfill Recycling Incineration Composting

Diagram 1 – Scope 1, 2 and 3 emissions for East Renfrewshire Council Baseline

8. Whilst the methodology is consistent with other local authorities, the baseline report includes a broad interpretation of 'Scope 3' emissions. This ensures the Council is considering the fullest extent of the emissions it can influence. Public bodies are free to interpret their 'Scope 3' emissions, including not reporting these at all. By including Scope 3 emissions East Renfrewshire Council is putting itself in a strong position to meet future reporting requirement. However, it does mean that it is difficult to compare emissions performance against other local authorities.

9. The emission estimates presented for 2020/21 represent a year of reduced operation of the council due to the restrictions in place related to the COVID-19 global pandemic. Observed reductions between the two years should therefore be viewed within that context.

REPORT

Carbon Baseline: Findings

10. The Carbon Baseline Report for 2019/20 and 2020/21 is provided in **Appendix 1**. To account for the impact of the pandemic, the report authors recommend the Council uses the 2019/20 data as its reference year.

11. The Council's greenhouse gas (GHG) emissions for the financial year 2019/2020 were estimated to be 70.2 ktCO₂e. This is equivalent to all ninety-five-thousand residents in East Renfrewshire taking a round-the-world flight. Between 2019/20 and 2020/21 the Council's Greenhouse Gas (GHG) emissions reduced by ~7ktCO₂e (10% reduction).

12. Observed reductions between the two years should be viewed in the context of changes resulting from COVID-19 impacts. Most reductions in emissions between the two years can be attributed to decreased occupation of Council and trust (non-domestic) buildings and decreased activity requiring travel.

13. There has been real progress in GHG reductions from waste being diverted from landfill to energy recovery, with a 49% reduction estimated, as a result of the Clyde Valley (joint contract with neighbouring Councils) residual waste contract.

14. The top source of Council emissions are as follows:

- Procurement (or supply chain emissions) (57%)
- Natural gas supply in council buildings (15%)
- Municipal landfill (12%)
- Electricity use in council buildings (9%)
- Food and garden waste recycling (3%)
- Fuel for vehicles (2%)

15. Comparing local authorities' emissions is challenging due to variations in the scope of reported emissions between Local Authorities. However, comparing data from the Public Bodies Climate Change Reporting 2019/20 shows that Scope 1 and Scope 2 emissions are very slightly lower in East Renfrewshire on a per capita basis.

16. To put the challenge of the net zero target into context, to offset 2019/20 emissions through tree-planting an estimated 163 hectares of land would be required. This equates to the size of 228 football pitches. This would be required each year to offset these emissions if the Council took no action to reduce them. This explains why achieving net zero requires the Council to prioritise reducing its emissions before considering schemes to capture and absorb GHG emissions (e.g. tree planting or industrial processes).

Carbon Baseline: Implications

17. With 57% of emissions embedded in the council's supply chain, the report highlights the potential for significant emission reductions through our procurement activity. This has not been a focus of the Council to date. The baseline report identifies that procurement opportunities will require analysis of emissions hotspots and contract spend and to consider carbon impacts in procurement and contracting. This will be a priority in the Get to Zero Action Plan.

18. Experience from other local authorities and national studies suggest that the following category areas will provide greatest opportunities for emissions reduction via procurement:

- Construction and Infrastructure
- ICT
- Furniture

19. The report highlights the data challenges for the Council in meeting its future obligations to report on its climate change impacts, which is expected to require more detailed understanding of Scope 3 emissions. This will require consideration of more centralised

collection of data; gathering more information on our procurement expenditure; and keeping existing data capture and analysis relevant to changes in recognised practice.

20. Staff resource implications for these actions are yet to be fully understood, however this will be considered further in the Get to Zero Action Plan.

FINANCE AND EFFICIENCY

21. This report was conducted by consultants at a cost of £10,670. The carbon data analysis provided in the report will be required every year to meet statutory requirements on climate change reporting. There is currently no budget identified for completing this report for 2021/22. However, the costs and staff requirements will be given further consideration in the drafting of the Get to Zero Action Plan.

CONSULTATION AND PARTNERSHIP WORKING

22. The report was compiled by consultants who worked with services across the Council to gather data and information. This required input from: Neighbourhood Services; Property and Technical Services; HR; Finance; Procurement; Roads & Planning; Housing and Education.

23. The Council is part of the Sustainable Scotland Network (SSN), Association of Public Service Excellence (APSE) network, and Improvement Service network. These networks will allow sharing of best practice and comparisons in approach.

IMPLICATIONS

24. The implication for staff and finance are outlined in the report section above.

25. There are no equalities, IT implications, property or legal implications associated with this report.

CONCLUSIONS

26. A report showing the carbon emissions for 2019/20 and 2020/21 has been completed, showing that the Council generated an estimated 70.2 ktCO₂e in the baseline year (2019/20).

27. The main sources of emissions are the procurement supply chain, heat and power for Council buildings and landfilled waste. There was a reduction of ~7ktCO₂e emissions (10%) between 2019/20 and 2020/21. Most reductions have been attributed to COVID-19 impacts on Council operations. However, a 49% reduction in emissions from landfilled waste will provide a lasting benefit.

28. The carbon emissions report will require to be updated every year. The report may also inform a Council wide approach to carbon budgeting that will allow consideration of GHG emissions associated with future developments to be better understood and managed.

RECOMMENDATIONS

29. The Cabinet is asked to note:

- a) The results of the 2019/20 and 2020/21 carbon baseline report, as provided in Appendix 1.
- b) The implications of the report, which requires improvements to data and further analysis of the Council procurement spend.

Director of Environment

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January 2021

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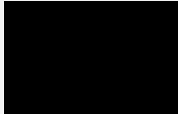
Carbon Baseline: East Renfrewshire Council

Final Report

January 2022



Title	Carbon Baseline: East Renfrewshire Council
Customer	East Renfrewshire Council
Recipient	Samuel Ibbott
Report Reference	2715
Report Status	Final
Revisions	V2 – Revisions following comment V3 – Revisions to composting figures V4-5 – Minor revisions following comment V6 – Revision following comment including adding Executive Summary V7 – Minor wording revisions following comment V8 – Updated waste figures
File	EastRenfrewshire_CarbonBaseline_Final_v8.docx

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Executive Summary

In 2019, the Scottish Government introduced new legislation committing Scotland to achieving a target of net zero emissions by 2045. In response to this legislation, pressure has increased on both national and local government to outline how they intend to achieve this ambitious target through robust, measurable carbon reduction strategies and actions plans.

East Renfrewshire Council commissioned a carbon footprint baseline of its core activities that will be used to develop a climate change strategy and net zero pathway for the council. A baseline was developed for two financial years to account for normal operations pre-covid (2019/20) and to utilise the most recently available data (2020/21). The scope of the baseline was determined in consultation with the council, further detail is provided in section 2 of this report.

Based on the defined scope, the council's emissions totalled **70.2 ktCO₂e** in 2019/20 and **62.9 ktCO₂e** in 2020/21. A breakdown of the 2019/20 carbon baseline is provided in **Figure 1**. As indicated, procurement (or supply chain emissions) accounts for the greatest proportion at 57% of the baseline in 2019, followed by municipal landfill (12%) and natural gas supply (16%). **Figure 2** presents the breakdown for all sectors excluding procurement.

It should be noted that the emission estimates presented for 2020/21 represent a year of reduced operation of the council due to the restrictions in place due to the COVID-19 global pandemic. Observed reductions between the two years should therefore be viewed within that context.

Emissions accounted for within the scope of East Renfrewshire Council appear to be typical of a Scottish Local Authority, with an analysis of per capita emissions showing only slightly below the Scottish average value (not considering Scope 3 emission sources). However, it should be noted that conclusions drawn from direct comparison of emissions from local authority operations are limited as authorities do not report consistently and East Renfrewshire Council has significant emission sources within Scope 3.

Section 5 of this report outlines five key recommendations that the council can take forward to support the continuous improvement of the carbon baseline. These are:

1. **Consider emissions baseline 2019/20 as the evidence base** for the future climate strategy given the impacts of COVID-19 on council activity in 2020/21.
2. **Engage with the councils' largest suppliers and contractors** to better understand scope 3 emissions.
3. **Establish and maintain data flows** which set out the data requirements from council officers across the different departments.
4. **Undertake improvements to data sets** to allow for greater accuracy in emission calculations in subsequent years – at present there are some data gaps or inconsistencies.
5. **Future tracking and reporting of greenhouse gas emissions** on an annual basis.

Figure 1: East Renfrewshire baseline year 2019/20

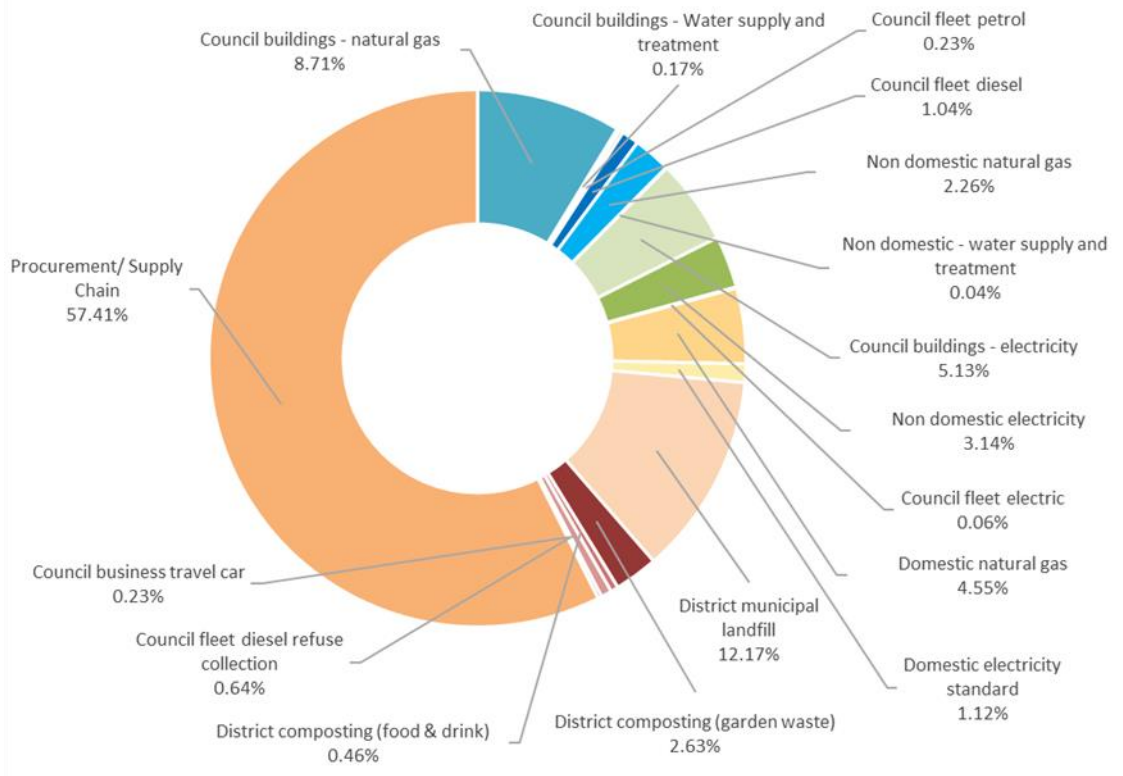
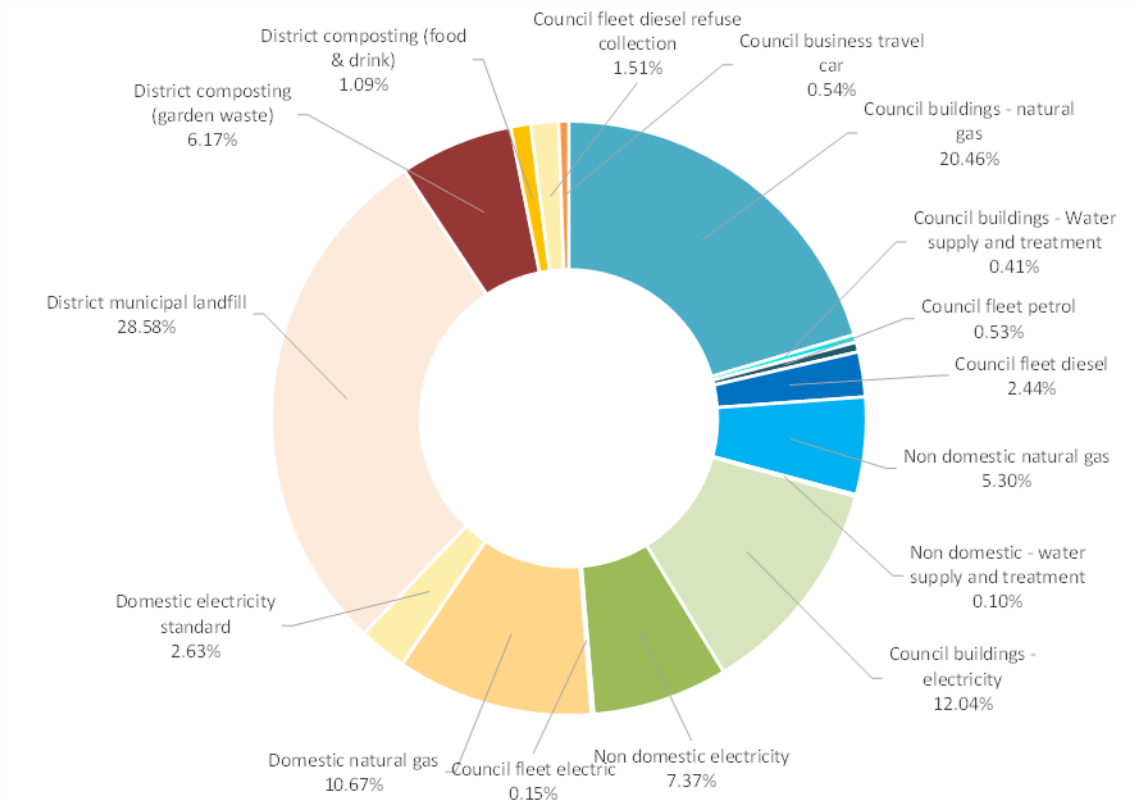


Figure 2: East Renfrewshire baseline year 2019/20, excluding procurement



1 Introduction

1.1 National Policy Context

Scotland has legislated to reduce greenhouse gas emissions (GHGs) to 'net-zero' by 2045 – five years earlier than the broader UK target of 2050. It is acknowledged by the Climate Change Committee that local councils have a fundamental role in delivering this ambition – being well placed to influence emissions in the energy, waste, land use, residential and transport sectors, whilst holding the best knowledge of the needs and opportunities in their area. Through their planning role, local councils can, for example, leverage change by establishing building energy efficiency standards that go beyond national standards, implementing sustainable travel programmes and infrastructure, approving renewable energy projects, pursuing heating programmes and implementing sustainable waste management programmes.

Climate change mitigation actions may also have many positive wider impacts or co-benefits, including improved air quality, greater biodiversity, potentially lower energy bills, creation of local jobs, and improved resilience and adaptation responses to climate change impacts.

As a local authority, East Renfrewshire Council is statutorily required to provide an annual update report to the Scottish Government on carbon reduction progress and priorities (Public Bodies Climate Change Reporting Duties). It is anticipated that future reporting duties will take a much broader approach to reporting and managing a broader scope of emissions. There will be benefits to organisations who have recognised this need and start developing effective inventory tools and portfolios of projects that will deliver change at the rate required.

1.2 East Renfrewshire Local Context

East Renfrewshire Council requires good data on emissions from existing assets, and from operations within the Council's direct control if it is to meet these carbon reporting requirements. At present, data for some assets and spending profiles (e.g. domestic properties, water supply and the council's supply chain) are not as robust as they will likely need to be in the future.

1.3 Baseline Emissions

In order for East Renfrewshire to pursue ambitious climate action effectively, a clearly defined target and scope is required. This paper outlines the scope of the emissions included and quantifies the baseline emissions for the agreed scope. The scope was discussed and agreed with East Renfrewshire council officers based on the principles outlined in Section 2.

The approach adopted follows standard methodologies to ensure consistency with estimates made at the national level by other local authorities as far as possible. However, it should be acknowledged that beyond the Public Bodies Climate Change Duties reporting, there is no defined guidance on which emission sources should (or should not) be included in a local authority's baseline calculations and so direct comparison between differing authorities' performance has limited value and is discouraged at this time.




A list of the key terms and definitions can be found in Appendix A.

2 Scope of the Baseline

The most widely used set of standards for local carbon accounting are those produced under the Greenhouse Gas Protocol. Of relevance to this project is the Global Protocol for Companies and Organizations¹. Under the ‘control’ method a company accounts for 100 percent of the GHG emissions from operations over which it has operational control. The corporate standard² also sets the operational boundary, and describes the emission sources and ‘scopes’ which should be considered as part of an organisations own estate for the accounting process. Emission sources are divided between three scopes, the definition of which are given in **Table 1**.

Emission sources for East Renfrewshire Council have been identified in line with those outlined in the Greenhouse Gas Protocol. **Table 1** below summarises the emission sources included in CO₂e estimates for East Renfrewshire Council for the financial years 2019/20 and 2020/21.

Table 1: Emission sources within East Renfrewshire Council’s estate by Scope definition

Scope	Definition	Sources
Scope 1	All direct emissions from sources that are owned or controlled by the Council 	<ul style="list-style-type: none"> The gas supply and water supply and treatment for: <ul style="list-style-type: none"> The council’s own buildings Council owned non-domestic (trust) buildings Petrol and diesel vehicles in the council fleet
Scope 2	Energy-related indirect emissions from generation of purchased electricity, steam and heating/cooling consumed by the Council 	<ul style="list-style-type: none"> Generation of purchased electricity for: <ul style="list-style-type: none"> The council’s own buildings Council owned non-domestic assets: <ul style="list-style-type: none"> Trust buildings (labelled as “non-domestic buildings” in figures) Street lighting Other unmetered supply (traffic signals, CCTV, bollards etc) Electric vehicles in the council fleet
Scope 3	All other indirect emissions that are a consequence of the activities of the Council 	<ul style="list-style-type: none"> Council business travel Council leased domestic properties (gas and electricity) Procurement of goods and services (inc. social care contracts and leisure centres) Waste disposal and processing <ul style="list-style-type: none"> Landfill Recycling Incineration Composting

¹ <https://ghgprotocol.org/companies-and-organizations>

² <https://ghgprotocol.org/sites/default/files/standards/ghg-protocol-revised.pdf>

The GHG Protocol Accounting and Reporting standard also sets out a series of principles which are intended to guide GHG accounting towards a fair and accurate account of GHG emissions. These are:

- **Relevance:** Ensure the GHG inventory appropriately reflects the GHG emissions of the company and serves the decision-making needs of users – both internal and external to the company
- **Completeness:** Account for and report on all GHG emission sources and activities within the chosen inventory boundary. Disclose and justify any specific exclusions.
- **Consistency:** Use consistent methodologies to allow for meaningful comparisons of emissions over time. Transparently document any changes to the data, inventory boundary, methods, or any other relevant factors in the time series
- **Transparency:** Address all relevant issues in a factual and coherent manner, based on a clear audit trail. Disclose any relevant assumptions and make appropriate references to the accounting and calculation methodologies and data sources used.
- **Accuracy:** Ensure that the quantification of GHG emissions is systematically neither over nor under actual emissions, as far as can be judged, and that uncertainties are reduced as far as practicable. Achieve sufficient accuracy to enable users to make decisions with reasonable assurance as to the integrity of the reported information.

Complying with these principles will provide a very high standard of GHG accounting. However, it is not always possible to account for all emissions and there may be justifiable reasons for excluding sources from the accounted scope of emissions. The principles adhered to for this emissions baseline are given in **Table 2**.

Table 2: Principles for data inclusion and exclusion for the council inventory

Reasons for including data within the GHG boundary	Reasons for excluding data from the GHG boundary
The emission source is under the operational control of the organisation	The emission source has no available dataset and estimation methods will not benefit the decision-making
The quantity of activity data for the emission source is controlled by an organisation/individual within the operational control of the organisation	The emission source clearly belongs to a different organisation and they are better placed to account for it
An organisation/individual has a significant level of control over the emission source even though it occurs outside the operational control	The emission source makes up a very small proportion of overall emissions AND it is very time consuming or difficult to collect activity data

East Renfrewshire Council has taken a wide view on what to include in their council target, including several large scope 3 emissions. This is in line with the 2020 CCC 6th Carbon Budget policies report³, which states that “Corporations should increase their focus on Scope 3, and even go beyond these measured emissions by addressing actions

³ <https://www.theccc.org.uk/wp-content/uploads/2020/12/Policies-for-the-Sixth-Carbon-Budget-and-Net-Zero.pdf>

within Scopes 1-3 that can impact wider systemic changes in the UK and abroad even if there is no measured impact on the corporation's own accounted emissions".

In anticipation of future reporting requirements, East Renfrewshire Council has chosen to include, as far as possible, Scope 3 emissions within the Council's inventory. It should be noted that guidance for public bodies reporting of Scope 3 emissions is not fully developed and as such many local authorities do not include Scope 3 either in their statutory reporting or carbon baselines. In this respect, East Renfrewshire Council is forward-thinking and accepts that measurement of Scope 3 emissions may require future refinement. As a result of this broader approach, East Renfrewshire Council's total carbon emissions may appear greater than other equivalent local authorities where scope 3 emissions are not included.

Including these sources will help prevent "carbon leakage" where services are outsourced (or brought back in-house) in the future. To include emissions from all outsourced scope 3 emissions sources would require the collection of data from contractors who may not be contractually obliged to provide such data and may regard it as commercially sensitive. Some scope 3 emissions sources which are not currently included in the council inventory include emissions from staff commuting, staff home working and activities funded by pensions and investments. If data are obtained on such activities in the future, estimates can be included in the inventory. To ensure time-series consistency, any additions to the inventory should be added in for historical years as well. If historical data is not available, extrapolation or proxy methods could be used.

3 Emissions Baseline

3.1 Data Collection

In order to compile the emissions inventory for the selected baseline years data was collected from across the council. As this is the first iteration of the baseline emissions inventory for East Renfrewshire in the scope outlined above, data flows are not currently established to support the compilation. Therefore, engagement with the following council service areas was required to collect the data with correspondence required for clarifications:

- Finance team as part of the Chief Executive's office
- Corporate and Community Services Department
- Environment Department
- East Renfrewshire Culture and Leisure Limited
- Neighbourhood Services Support Manager – Transport
- Environment Department (Housing Service)
- Maintenance services.

More information on data collection is given in the annex to this report.

3.2 Emission Estimates

2019/20

East Renfrewshire's greenhouse gas emissions for the financial year 2019/2020 were estimated to be **70.2 ktCO₂e**, with the estimate for procurement (or supply chain emissions) accounting for 40.3 ktCO₂e (57%). Emissions for all sectors are presented in **Figure 1** below, and for all sectors but excluding procurement in **Figure 2**.

Note that in these figures the sectors are ordered and coloured according to scope, as outlined in **Table 1**. The sources of emissions in East Renfrewshire are numerous, the largest source is procurement, which is discussed further in Section 4. Other significant sources include municipal landfill (12%), natural gas supply (16%) and electricity use in council buildings (5%).

It should also be noted that procurement emissions, despite being the most significant sector, are likely underestimated as it was not possible to match all council spend codes to emission factors due to lack of clarity on what spend from certain categories involved.

Figure 1: East Renfrewshire baseline year 2019/20

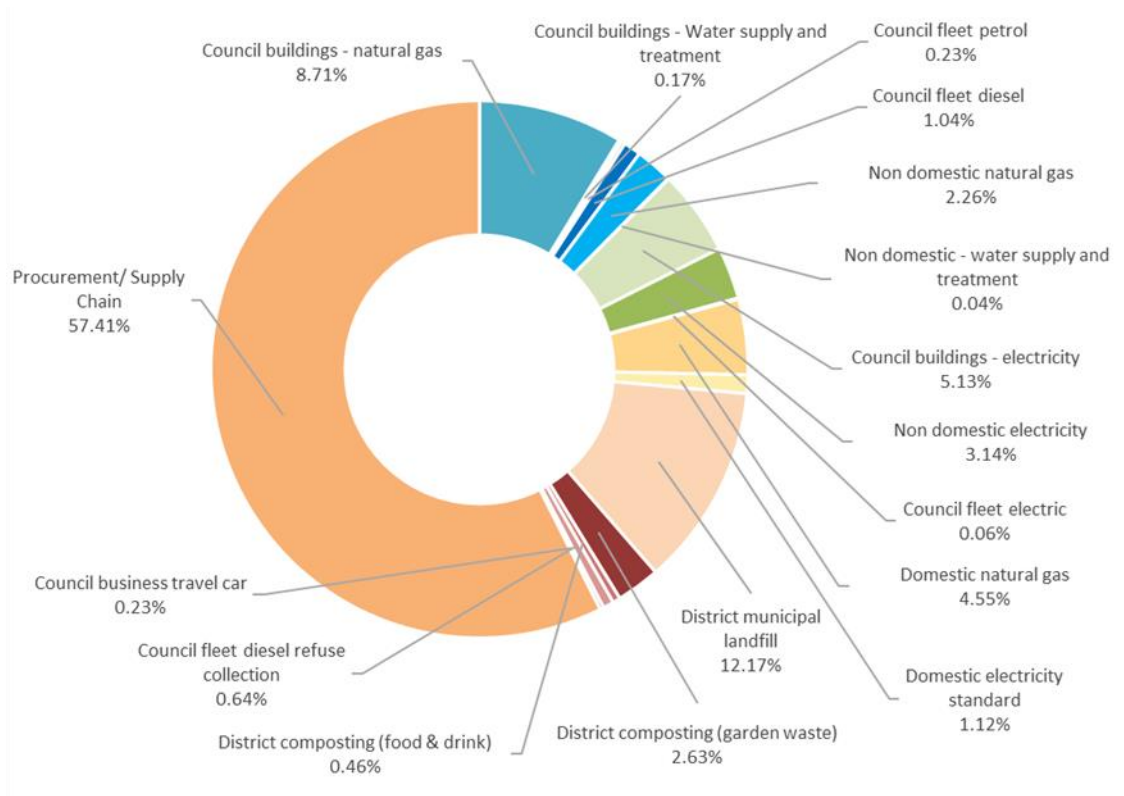
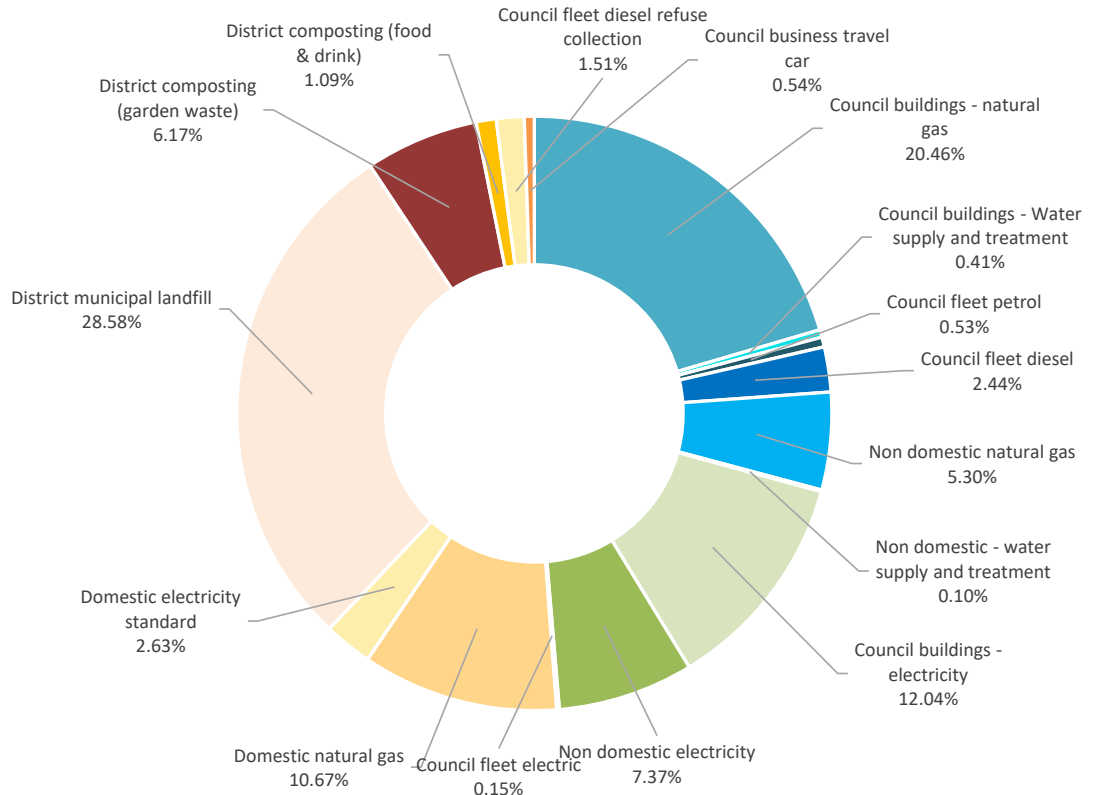


Figure 2: East Renfrewshire baseline year 2019/20, excluding procurement



2020/21

East Renfrewshire Council’s greenhouse gas emissions for the financial year 2020/2021 were estimated to be **62.9 ktCO₂e** (compared with 70.2 ktCO₂e the previous year). Procurement emissions have been assumed to be the same in both years, based on the data analysed for 2019/20, because finalised accounts are not yet available for 2020/21.

Table 3 and **Figure 3** show the emissions estimated by sector for 2019/20 and 2020/21. Most sectors do not change significantly between years, aside from district municipal landfill where emissions decreased from 8.5 ktCO₂e in 2019/20 to 2.9 ktCO₂e in 2020/21. This is due to a reduction in tonnage of waste to landfill from 14.5 kt in 2019/20 to 4.9 kt in 2020/21. It should be noted that the emission estimates presented for 2020/21 represent a year of reduced operation of the council due to the restrictions in place due to the COVID-19 global pandemic. Observed reductions between the two years should therefore be viewed within that context. It is likely that reductions in emissions between the two baseline years can predominantly be attributed to decreased occupation of Council and trust (non-domestic) buildings and decreased activity requiring travel as opposed to any concerted effort to reduce emissions. This is likely the case for the significant reductions seen in council business travel, trust (non-domestic) water supply and electricity.

On the other hand, some reductions are from implemented changes, such as the reductions seen in waste routed to landfill. Waste has instead been diverted to other waste management processes, incineration and recycling, that are not accounted for in the council’s baseline. Emissions from incineration at waste-to-energy plants is accounted for in the emission factor used for grid electricity supply. Emissions from recycling are accounted for in the emission factor used for the manufacturing of the recycled product, for whoever buys the resulting recycled products from the plant, these emissions would be counted under their procurement.

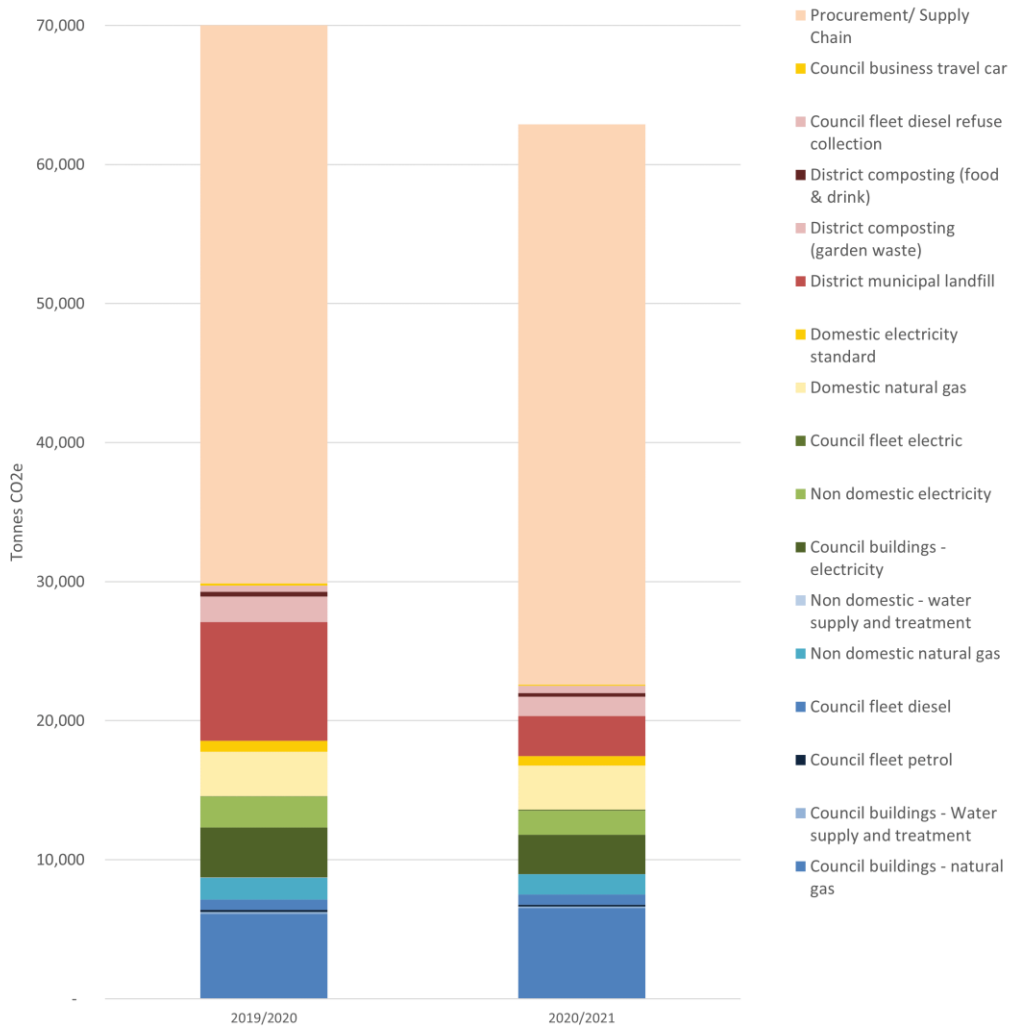
Overall, it is advised that East Renfrewshire Council consider the 2019/20 emissions profile as the more representative baseline of council activities and therefore should be used as the evidence base for any future climate strategy. This is to avoid any assumptions that observed decreases in emissions in 2020/21 will be sustained in the following year.

Table 3: Baseline emission estimates (tCO₂e) and change for each sub-sector in the carbon baseline between 2019/20 and 2020/21

Scope	Sub-sector	tCO ₂ e			% change in emissions 2019/20 to 2020/21
		2019/2020	2020/2021	change	
Scope 1	Council buildings - natural gas	6,113	6,539	426	7%
	Council buildings - Water supply and treatment	123	91	-32	-26%
	Council fleet petrol	159	146	-13	-8%
	Council fleet diesel	730	726	-4	-1%
	Trust (Non domestic) natural gas	1,584	1,458	-126	-8%
	Trust (Non domestic) - water supply and treatment	29	16	-13	-43%
Scope 2	Council buildings - electricity	3,596	2,827	-769	-21%

	Trust (Non domestic) electricity	2,203	1,729	-475	-22%
	Council fleet electric	44	62	18	41%
Scope 3	Domestic natural gas	3,189	3,185	-4	0%
	Domestic electricity standard	785	689	-97	-12%
	District municipal landfill	8,540	2,861	-5679	-67%
	District composting (garden waste)	1,843	1,401	-442	-24%
	District composting (food & drink)	325	247	-78	-24%
	Council fleet diesel refuse collection	451	532	81	18%
	Council business travel car	163	96	-66	-41%
	Procurement/ Supply Chain	40,278	40,278	n/a	
	Total	70,156	62,884		

Figure 3: East Renfrewshire council tCO₂e emissions in 2019/20 and 2020/21



It is acknowledged above that comparing local authorities' emissions is challenging due to variations in the scope of reported emissions between Local Authorities. However, it

is felt that it is important to provide some context for current performance and the scale of the challenge to meet net zero.

With this in mind, **Table 4** presents a comparison with total Scope 1 and 2 emissions as reported by Scottish Local Authorities in 2019/20. Data is taken from the Public Bodies Climate Change Reporting 2019/20⁴ which analyses data submitted by Public Bodies under the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015. While reporting varies between authorities for all emissions' scopes in terms of what they choose to include, it is likely that there is less variation in Scope 1 and Scope 2. Reporting of scope 3 (indirect emissions such as procurement, supply chain, business travel and domestic energy use in social housing), however, is likely to vary significantly and therefore has not been included.

The comparison shows that emissions within East Renfrewshire on a per capita basis are lower than those arising from the operations of Scottish local authorities in total. Given the inconsistencies in reporting outlined here and the further exclusion of Scope 3 emissions altogether, this comparison should be interpreted with that in mind.

Table 4: East Renfrewshire estate emissions within Scotland Local Authority context

tCO ₂ e	East Renfrewshire	Total – Scotland LAs
Total Emissions (Scope 1 + 2)	14,582.0 <i>(2.2 % of Scotland total)</i>	848,569.7
Per Capita emissions ⁵	0.15	0.16

To put the challenge of the net zero target into context, **Table 5** presents the land requirement for tree planting (carbon sequestration) that would be required to offset 2019/20 annual emissions from East Renfrewshire Council's estate and operations. This illustrative calculation is built on the assumption that 1 hectare of trees is estimated to capture around 430 tonnes of carbon across its lifespan⁶. Therefore, to offset 2019/20 emissions of 70,156.4 tCO₂e approximately 163 hectares of land would be required. In subsequent years, more land would be needed to offset the council's emissions. For example, a further 163 hectares would be required if the council's annual emissions remained constant at 70,156.4 tCO₂e. 163 hectares equates to the size of 228 football pitches.

Table 5: Land requirement for tree planting offset of baseline emissions

	Emissions (tCO ₂)	Estimated Land required (Ha)
Scope 1 & 2	14,582	34
Scope 3	55,574.4	129
Total	70,156.4	163

⁴ Public Duties Climate Change Reporting 2019/20
https://sustainablesotlandnetwork.org/uploads/store/mediaupload/1343/file/SSN_AnalysisReport_2021.03.15.pdf

⁵ Population statistics taken from
<https://statistics.gov.scot/atlas/resource?uri=http%3A%2F%2Fstatistics.gov.scot%2Ffid%2Fstatistical-geography%2FS12000011&inactive=false>

⁶ Broadleaf trees in a temperate climate at 20 years old. Estimated using IPCC methodology (Vol 4, Ch. 4):
<https://www.ipcc-nggip.iges.or.jp/public/2006gl/vol4.html>

It is worthwhile to highlight that this figure relates only to the land requirement for Council emissions, estimated to be only 2-5% of an area's overall emissions⁷. The 2045 net zero target covers total emissions from the geographical area.

⁷ Climate Change Committee, Local Authorities and the Sixth Carbon Budget, 2020
<https://www.theccc.org.uk/publication/local-authorities-and-the-sixth-carbon-budget/>

4 Targeting emissions from procurement of goods and services

4.1 Context

This section focuses on Scope 3 (indirect) emissions arising from the procurement of goods and services. As Scope 3 emissions are generally larger than those arising from Scope 1 and 2 emissions, as is the case for East Renfrewshire, it is getting increasingly important to develop robust evidence bases on which climate action can be based.

A study by the Ellen MacArthur Foundation demonstrated that reducing energy use and moving to renewable energy can reduce our emissions by 55%. The remaining 45% come from the production of the products we use everyday including cars, clothes, buildings and food⁸ which are scope 3 emissions.

Whilst it is more challenging to get an accurate picture of scope 3 emissions, as compared to scopes 1 and 2, analysis can show an order of magnitude of emissions that can aid the prioritisation of activity. Action in this space can demonstrate leadership to other large organisations in the Council’s geographical area to reduce carbon emissions and play their part in the journey to net zero carbon.

4.2 Low carbon and circular procurement

Low carbon procurement looks to circular economy opportunities (including business models) to increase levels of re-use, remanufacturing and product life extension to reduce the amount of virgin materials used and therefore carbon emissions created.

A first step in low carbon and circular procurement is to identify procurement hotspots i.e. where spend and carbon impacts are high and there are opportunities to reduce carbon through innovative procurement. As a small pilot, this project has undertaken a high-level analysis of the Council’s spend combined with DEFRA’s sectoral carbon factors⁹. The procurement hotspots, those identified with the highest contribution to emissions from the supply chain, are listed in **Table 6**, alongside opportunities for carbon reduction for each category.

Table 6: Procurement hotspots for East Renfrewshire Council

Procurement type	Category	% of procurement emissions 2019/20	Carbon reduction opportunities
Services	Architectural and engineering services	17 %	Circular economy design principles, planned maintenance schedules, re-use and repair
	Food and beverage serving services	4 %	Reducing avoidable food waste, reducing single use plastics, use of re-usable crockery and cutlery

⁸ [Completing the Picture, Ellen MacArthur Foundation, 2019](#)

⁹

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/404542/Table_13_Indirect_emissions_from_supply_chain_2007-2011.xls

Goods	Computer, electronic and optical products	3 %	Durability, repairability, ability to be remanufactured, end of life re-use/disposal, circular business model
	Furniture	3 %	Durability, repairability, ability to be remanufactured, end of life re-use/disposal, circular business model
	Other food products	3 %	Re-usable packaging, recyclable packaging, circular business model

The services and goods detailed in **Table 6** are examples of those that have some of the highest spend/carbon emissions alongside suggested carbon reduction opportunities that could be included (by using suitable clauses) in procurements documentation. The Scottish Government have sustainable procurement resources¹⁰ already referenced in the Council’s Corporate Procurement Strategy. A call out in procurement documentation for innovative carbon reduction approaches could also be used.

This hotspot activity would need to be run alongside a review of the council's procurement pipeline and identification of upcoming procurements that could act as pilots/case studies for reducing scope 3 emissions within the Council.

4.3 Supplier engagement

The Council could also undertake a survey of suppliers to assess their current net zero carbon position and their ambition over the next five years. This gives the Council the opportunity to signal their direction of travel on carbon reduction that ultimately their suppliers will need to meet. Face to face supplier events to communicate carbon reduction ambitions might also be a useful approach.

4.4 Procurement strategy

The Council’s Corporate Procurement Strategy¹¹ has a focus on ‘environment and economy’ which is a useful hook for low carbon and circular procurement.

The Council’s Sustainable Procurement Policy¹² gives useful high-level guidance. It could be developed further in any update to give a more detailed description of what procurers should be seeking in terms of low carbon goods and services. The Greater London Authority Group Responsible Procurement Policy has a section on improving environmental sustainability, which includes reference to low carbon and circular procurement, as an example¹³.

4.5 Resources

The Scottish Sustainability Network in partnership with Zero Waste Scotland have a current workstream to [support the reduction of public sector scope 3 emissions](#). This includes training, case studies and tools. Zero Waste Scotland have produced a [video](#) explaining circular procurement.

¹⁰ <https://www.gov.scot/policies/public-sector-procurement/sustainable-procurement-duty/>

¹¹ [Corporate Procurement Strategy 2019 -2022, East Renfrewshire Council](#)

¹² Sustainable Procurement Strategy, East Renfrewshire Council, 2020

¹³ [GLA Group Responsible Procurement Policy, GLA, 2021](#)

5 Recommendations

The following are the key recommendations for East Renfrewshire Council which aim to support the continuous improvement of the emissions baseline and further establish it as a useful evidence base on which the climate change strategy can be formed.

Recommendation 1: Consider emissions baseline 2019/20 as the evidence base for future climate strategy

Due to the impacts of the COVID-19 pandemic on council activity, it is recommended that the 2019/20 baseline is used as the evidence base on which to inform East Renfrewshire's climate strategy. This ensures that reductions in emissions observed in 2020/21 as a result of national lockdowns are not misrepresented as permanent emission reductions.

Recommendation 2: Engage with the councils' largest suppliers and contractors to better understand scope 3 emissions

As is expected the emissions from the procurement of goods and services are the largest source of emissions from the council's activities. The methodology used in this baseline study gives an indication of the magnitude of the emissions using high level estimates of CO₂e per £ spent. To gain a more accurate representation of emissions from procurement it is recommended that the council:

- Further engage with the finance team to match all spend categories to emission factors to increase the coverage of council spend accounted for within emission calculations
- Improve the accuracy of the emission calculations by engaging with their highest spend sectors to enable suppliers to perform their own carbon baselines. The council may also consider it appropriate to make carbon reporting a requirement as part of supplier contracts.

Recommendation 3: Establish and maintain data flows

This study was informed by a number of key data sources obtained from different departments across East Renfrewshire Council. It is therefore recommended that as follow up to this work that data flows are established within the council which set out the data requirements from council officers across the different departments. This should communicate to all data providers the frequency at which data is required, the preferred format and the reporting period. It is important that this data requirement is established within departments as opposed to with individuals to ensure that institutional memory is retained should individuals move departments/ leave the council.

Recommendation 4: Data set improvements

The period between baseline compilation and data collection for the subsequent year should be utilised to follow up with data providers to discuss further clarification to data sets and to discuss alternative datasets which may allow for improvements in emission calculations. The following datasets have been identified as priority following this baseline compilation due to missing data, anomalies found in the data or because there was significant uncertainty in the data set. Further details can be found in the annex.

- Water supply – Trust buildings and for domestic properties
- Energy consumption from Domestic properties

- Procurement – Council spend

Recommendation 5: Future tracking and reporting of GHG emissions

It will be necessary to produce further GHG inventories of emissions within the scope of this baseline in order to assess realised emission reductions. This will be required at minimum in any target year to verify if the emissions target has been achieved, however it is recommended that inventories are calculated annually to track progress.

Appendix A - Key Terms and Definitions

Activity: an action that leads to emissions of greenhouse gases. Examples include combustion of fossil fuels for heat, generation of electricity and transport, treatment of waste and wastewater, industrial processes. Activity data represent how much of this activity is taking place and has a variety of different units e.g. kWh, passenger kilometres, tonnes of waste etc.

Carbon dioxide equivalent (CO₂e): carbon dioxide equivalent is a measure used to compare the emissions from various greenhouse gases based upon their global warming potential. For example, the global warming potential for methane over 100 years is 25. Therefore 1 tonne of methane released is equivalent to 25 tonnes of CO₂ (measured on a 100-year time horizon). Therefore, CO₂e works as a single 'currency' for greenhouse gases.

Carbon emissions: often used as a shorthand to refer to greenhouse gas (GHG) emissions that are included in the Kyoto Treaty. Carbon dioxide is the most common GHG and other gases can be measured in relation to it (see CO₂e).

Carbon neutral: the balancing of carbon emissions against carbon removals and/or carbon offsetting with the net result being zero (see also net zero carbon).

Carbon reduction: an activity that reduces carbon emissions compared to a baseline scenario.

Climate change: the large-scale, long-term shift in the planet's weather patterns or average temperatures.

Climate change adaptation: action taken to prepare for, and adjust to, both the current effects and projected impacts of climate change.

Climate change mitigation: action taken to reduce the release of greenhouse gas emissions or increase the removal of emissions by enhancing sinks (e.g. increasing the area of forests).

Decarbonisation: usually refers to the electricity sector and refers to reducing the carbon intensity of electricity generated (emissions per kWh) by increasing efficiency of supply or changing the generation fuel mix from fossil fuel to renewables and low carbon sources.

Emission factor: the average emissions of a given GHG for a particular activity. Emission factors are also expressed as the average combination of GHGs for a particular activity, in units of kgCO₂e.

Global warming: refers to the recent and ongoing rise in global average temperature near Earth's surface. It is caused mostly by increasing concentrations of greenhouse gases in the atmosphere. Global warming is causing climate patterns to change. However, global warming itself represents only one aspect of climate change.

Greenhouse Gas (GHG): a gas in our atmosphere that absorbs and emits radiation within the thermal infrared range. There are naturally occurring greenhouse gases in our atmosphere which maintain surface temperatures in a range conducive to life. However,

since the industrial revolution, anthropogenic sources of GHGs have increased hugely, leading to 40% increase in atmospheric concentration of carbon dioxide. This is causing increases in surface temperatures and is the main cause of climate change. There are seven GHGs covered by the Kyoto Treaty, but the main ones are carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O), and action needs to be taken to reduce emissions of these.

Greenhouse Gas Protocol: a joint initiative of the World Resource Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), the GHG Protocol provides global standard frameworks for the measurement and management of greenhouse gas emissions.

Net zero carbon: the balancing of carbon emissions against carbon removals and/or carbon offsetting with the net result being zero (see also carbon neutral).

Project lifetime: anticipated lifetime of an energy efficiency technology or low carbon behaviour, used to calculate lifetime savings.

Removals: CO₂ removals refer to a set of techniques that aim to remove CO₂ directly from the atmosphere by either increasing natural sinks for carbon or using chemical engineering to remove the CO₂, with the intent of reducing the atmospheric CO₂ concentration.

Scope: a way of categorising emission sources in relation to the reporting organisation, used as a way of providing transparency in emissions accounting, making it clear the type of emission source and the level of control of the reporting organisation over the source. Three levels of scope have been defined and used on a global basis.

Sequestration: a natural or artificial process by which carbon dioxide is removed from the atmosphere and held in solid or liquid form. The uptake of atmospheric carbon by plants and the growth of wood or increase of peat volume are examples of biological sequestration. Also see removals.

Appendix B - Constructing the Baseline

Methodology

The modelling described in this report has been undertaken using the Carbon Scenario Model (CSM), an excel based tool that calculates of a carbon footprint for the council's current activities.

The standard approach to estimate a carbon footprint is by multiplying activity by an emission factor associated with the activity being measured (Equation 1).

Equation 1: Emission factor approach for calculating greenhouse gas emissions.

$$\text{Greenhouse gas emissions} = \text{activity data} * \text{emission factor}$$

Emission Factor - This is the emissions per unit of activity, which usually comes from scientific literature. It is typically derived from measurement.

Activity data - This is a measure of the activity which is taking place, such litres of fuel used in a vehicle.

Activity data is a quantitative measure of a level of activity that results in greenhouse gas emissions taking place during a given period of time, in this case one year. An emission factor is a measure of the mass of greenhouse gas emissions relative to a unit of activity. For example, estimating CO₂ emissions from the use of electricity involves multiplying data on kilowatt-hours (kWh) of electricity used by the emission factor (kgCO₂/kWh) for electricity, which will depend on the technology and type of fuel used to generate the electricity.

The CSM tool has been developed to contain the carbon footprint for East Renfrewshire Council. An 'UpdatingBaseline' sheet in the workbook contains step-by-step instructions on how East Renfrewshire can update the carbon footprint in the future.

Figure 4 shows a screenshot of the CSM, the sheets within the tool are listed below in **Table 7**.

Waste Methodology

The UK Government GHG Conversion Factors for Company Reporting (referred to in this note as 'BEIS carbon factors') provide annual emission factors for UK based organisations accounting for GHG emissions. Waste disposal emission factors are provided in units of kg CO₂e per tonne of waste. For waste sent to landfill, the BEIS carbon factors cover emissions from the collection, transportation, and landfill processes ('gate to grave'). For waste combustion, recycling, and anaerobic digestion, the factors only cover the transport to an energy recovery or materials reclamation facility, not the processing emissions. This means the carbon factors for these activities are the same, as they have the same mode of collection. To account for these emissions in this study, the fuel consumption from the Council's refuse vehicles has been used and allocated to the waste sector to provide a more accurate estimation of emissions.

As the BEIS carbon factors do not include emissions from the waste management and processing, except for landfill emissions, processing emissions for composting have been included in this study using implied emission factors from the UK national GHG

inventory. Implied emission factors are calculated by dividing the final emissions of a source by the initial activity data.

It is noted here that if East Renfrewshire develop a council area wide inventory, efforts will need to be made to avoid double counting between emission inventories should waste processing emissions be in scope of both accounts.

Procurement of Goods and Services methodology

Estimates of emissions for the procurement of goods and services have been made on a tCO₂e basis per £ spent using emission factors from Defra's 'Indirect emissions from the supply chain'¹⁴. This table can be used to produce indicative estimates of the Greenhouse Gas emissions relating to the production of goods and services purchased by a company. The estimates can only be indicative as they represent the average emissions relating to each product group, and the emission factors relating to specific products within the group may be quite different.

For example, if £1000 is spent on 'textiles' (in purchasers' prices) in 2011, then the table calculates that 963 kilograms of CO₂e were released during all stages of the production of these goods, including raw material extraction, processing, manufacturing, transportation, packaging etc. As a result, these emissions factors are different from the emission factors used for Scope 1 and Scope 2 of the emissions baseline. The factors are for products supplied for consumption in the UK but do take account of the emissions relating to the production of products imported for intermediate consumption i.e. those products that are used by UK industries in the process of supplying products for consumption in the UK. The estimates do not incorporate any allowance for emissions relating to the formation of capital assets, whether in the UK or overseas.

The emission factors used were first developed in 2011 and expressed in a purchasers' price basis in real terms (i.e. the actual sales price in that year including taxes on products and distribution margins). Therefore, emissions in more recent years may have changed because of subsequent changes in the structure and emissions intensity of the supply chain since 2011.

The methodology used to estimate emissions from the supply chain should therefore be considered as a tool to support a first estimate of supply chain emissions (excluding spend from areas where a more detailed approach is appropriate e.g. fuels and electricity) and not as a tool with which to monitor and report specific procurement actions and contracts. The reasons for that are:

1. The categories are broad and allow for little discrimination between different product options and services within a category e.g. they cannot be used to choose a lower carbon option for delivering social care services because the one category covers all the options available to deliver care.
2. Relationships between spend and carbon emissions are complex; for materials and simple products, the relationships are likely to be reasonably accurate because energy and transport make up a larger proportion of the cost; however, for complex products and services, it is likely that each category represents a much larger range of actual emissions.

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/404542/Table_13_Indirect_emissions_from_supply_chain_2007-2011.xls

3. The last time that the government produced annual greenhouse gas and carbon dioxide emissions relating to UK consumption was in 2011 (the factor set was produced by the Centre for Sustainability Accounting for the Government); the factors change over time depending on the industry efficiency and carbon intensity of energy use and therefore these are now out of date.
4. An organisation that has calculated Scope 3 supply chain emissions based on spend can only reduce this footprint by reducing spend or by switching spend to a different lower carbon category. But for the public sector, neither of these options is a viable option. Therefore, this part of their footprint remains unamenable to reduction.
5. These factors are designed to look at the upstream Scope 3 emissions of goods and services but some purchasing decisions will also have potential impacts on the Scope 1 and 2 emissions of the organisation e.g. energy use by IT equipment or significant downstream scope 3 emissions e.g. non-reusable products going to landfill. These carbon/unit of spend factors do not enable easy understanding of these additional emissions.

Therefore, to support monitoring and reporting, a more dynamic approach is required, enabling procurers to identify probable hotspots of carbon emissions within their supply chain (which might be related to the spend, or high carbon categories, or volume of materials) but then using a more collaborate approach with suppliers to identify both key sources of emissions within the specific product or service, and opportunities for reducing these and reporting savings.

Figure 4: Screenshot of the CSM tool used to calculate the carbon footprint of East Renfrewshire Council

CARBON FOOTPRINT & PROJECT REGISTER TOOL (CFPR TOOL)

YEAR: 2017/2018
VERSION: 2.00/July 2018

Macros must be enabled for this tool to work correctly.

1. Introduction

The CFPR tool has been developed by Resource Efficient Scotland (a programme delivered by Zero Waste Scotland), Sustainable Scotland Network (SSN) and partners to support the public sector with implementing effective carbon management processes. The Carbon Footprint and Project Register (CFPR) tool will help you achieve the following:

1. Calculate your organisation's annual carbon footprint
2. Collate and manage your carbon project list and forecast savings
3. Document estate changes and other impacts on your footprint to create a Business as Usual forecast
4. Produce accurate and auditable outputs to easily complete annual Public Bodies Climate Change Duties reporting
5. Track progress towards targets and provide management information to other parts of the organisation

The tool has been amended to include newly collated carbon factors for the 2017/18 period. Additional improvements to the tool have been made since the 2015/16 update to better align the tool with the reporting template for Public Bodies Climate Change Reporting.

This guidance provides a step-by-step guide to populating the tool.

2. Background

This tool has been developed to support those organisations looking to establish current and future Carbon Footprints, establish a project register and carry out target setting. The tool has been designed to be easily used, with minimal data entry.

The outputs generated are those required to support development of Carbon Management Plans (CMP) and the Public Sector Climate Change Duties Reports. Data entry cells are unprotected, however, all other cells are protected. The tables and charts in the Outputs tab are unprotected to allow organisations to edit as required for use in their CMP and their Public Sector Climate Change Duties Reports.

It is good practice to save regular copies for historical and back up purposes. This tool will be updated on an annual basis with updates to the Carbon Emission Factors. **Please note, in the guidance, the 'current carbon footprint year' refers to 2017/18.**

3. Colour Coding used in the tool

Data Entry (data should only be entered in these coloured cells).

Instructions | Updating Baseline | Activity Data | BaselineBAU | Procurement | Outputs - flat format | Charts | Emission Factors | Lists | Conversion Factors

Table 7: A list of sheets in the CSM

Sheet type	Sheet name	Description
Instructions	Instructions	A description of the tool.
	UpdatingBaseline	Instructions for adding another data for a new baseline year
Tabs to be updated with new data	Activity Data	Activity data is compiled here.
	BaselineBAU	This tab needs to be manually linked the activity data, to calculates emissions.
	Procurement	A detailed breakdown of procurement data.
Output tables and charts	Outputs – flat format	Tables that aggregate the emissions data.
	Charts	Charts created from the tables in the outputs- flat format sheet.
Factors used for modelling	Emission Factors	A list of emission factors used.
	Lists	Lists of categories used in the model.
	Conversion factors	Conversion factors used in the calculations.

Data assumptions and potential improvements

Table 8 lists the data and assumptions that have been used for each source of emissions, together with suggested improvements to data or methods.

Table 8: Data sources and assumptions

Data	Units	Source file	Assumptions/exclusions	Potential improvements
Council’s own buildings gas, water, and electricity supply		ALL PROPERTIES Non Domestic Last 4 years.xls	Trust properties are included in (and are subtracted from) the gas and electricity totals, but not the water supply. Water treatment is assumed to be 95% of the water supply and is added as a separate emission source.	
Council owned (non-domestic) trust buildings		Trust only energy last 4 years.xls TRUST ONLY WATER CONSUMPTION_2019-2021 - Water Consumption Summary for AT.xlsx	Some water supply meter readings are incomplete, therefore 6 of the 22 trust buildings were excluded from this calculation. Units not provided but assumed to be m ³ .	Complete water supply meter readings for all trust buildings and confirmation of units.
Council owned housing: council houses	Gas: kWh Water: m ³ Electricity: kWh	ERC All Assets Extract APEX Energy Usage.xls	This data is highly uncertain as it is based on Reduced Data Standard Assessment Procedure (RDSAP) modelling rather than meter readings. RDSAP is the process by which Energy Performance Certificates (EPC) are produced for existing homes. Values from this file are assumed to be monthly. Water heating and space heating are assumed to be gas, lighting is assumed to be electric. Electricity use other than for lighting does not seem to be included in this dataset. Water supply and treatment are not estimated.	Confirmation of the timeframe for this data and the split between gas and electricity. Water supply data.
Council owned housing: sheltered housing		Housing Services Complexes Block Lighting Door Entry systems.xls	Water supply and treatment are not estimated.	Water supply data.

Data	Units	Source file	Assumptions/exclusions	Potential improvements
Council vehicle fleet	Petrol/Diesel: litres Electric vehicles: kWh	Fuel 19-20.xlsx and Fuel 20-21.xlsx plus Fuel List March 20-21.xlsx EVCPs Last 4 years.xls APR 21.xlsx	Refuse collection vehicles are identified, and their emissions assigned to the waste sector using a list of registrations and their associated departments provided by Neighbourhood Service Management (APR 21.xlsx). However, this list does not cover all vehicles in the fuel consumption files, so it is possible that some refuse vehicles are currently being accounted for in the council fleet instead of the waste sector.	Complete set of vehicle registration and department data.
Unmetered supply (including streetlighting)	kWh	ERC UMS 201920 Consumption Spend.xls, ERC UMS 202021 Consumption Spend.xls Street lighting electricity use.pdf	Streetlighting makes up most of the UMS total and is split out.	Confirmation that the street lighting electricity use file is up to date and only includes street lighting.
Council business travel	Km travelled	Business travel_MILEAGE & EXP 1920.xlsx Business travel_MILEAGE & EXP 2021 UP TO NOVEMBER 20.xlsx Business_travel_2021_WK36.xlsx Business_travel_2021_WK40.xlsx Business_travel_2021_WK44.xlsx Business_travel_2021_WK48.xlsx Business_travel_2021_WK52.xlsx	All mileage is assumed to be from cars, an average split between petrol and diesel is used.	A breakdown of mileage by mode of transport, including vehicle fuel type.
Waste disposal	tonnes	SEPA waste statistics Communication from Neighbourhood Service Management	Only emissions arising from landfill and composting are included, as other emissions from the processing of recycling or incineration of waste are not within the scope of the council. Instead, only the emissions for transport of the waste is included. These are accounted for using data on the council refuse collection fleet. Based on expert opinion from Neighbourhood Service Management, a split of 85% garden waste and 15% food waste has been applied to composting.	A finalised thorough breakdown of waste disposal for the district.

Data	Units	Source file	Assumptions/exclusions	Potential improvements
Procurement	£	East Renfrewshire Council – Carbon Baseline 1920 2021 Expenditure.xlsx	<p>The values for procurement from 2019/2020 have been also applied to 2020/21, as the expenditure numbers for the latter year have not been finalised.</p> <p>As emission estimates are made on a CO₂e/£ spent basis, a year on year comparison of emissions would not relate to actual emission changes, but will be proportionate to the amount of spend in a given year by category. For this reason this method of accounting is not recommended as a tracking tool, this is further explained in the methodology section included in the Appendix.</p> <p>It should also be noted that only 65% of the total council spend was accounted for within the baseline. The remaining 35% is not accounted for because it could not be allocated to a SIC code.</p>	<p>Finalised expenditure numbers for 2020/2021.</p> <p>Match residual council spend to SIC codes for complete coverage of council spend.</p>

Appendix C - A detailed breakdown of the emissions baseline

Table 9: Details of the data used in the calculation of East Renfrewshire Council's carbon baseline

Data source	Chart category	Units of activity data	Activity data value		tCO ₂ e	
			2019/2020	2020/2021	2019/2020	2020/2021
Council buildings - electricity	Council buildings - electricity	kWh	11,705,886	10,194,950	3,596	2,827
Council buildings - natural gas	Council buildings - natural gas	kWh	33,231,696	35,568,167	6,113	6,539
Council buildings - water supply	Council buildings - water supply and treatment	m ³	120,707	89,590	42	31
Council buildings - water treatment	Council buildings - water supply and treatment	m ³	114,672	85,111	81	60
Streetlighting	Non domestic electricity	kWh	4,906,455	4,685,134	1,507	1,299
Other UMS electricity	Non domestic electricity	kWh	1,301	5,818	0	2
Council fleet diesel	Council fleet diesel	litres	271,261	269,771	729	725
Council fleet adBlue	Council fleet diesel	litres	4,881	5,997	1	2
Council fleet petrol	Council fleet petrol	litres	69,183	63,204	159	146
Council fleet electric	Council fleet electric	kWh	142,405	221,916	44	62
Council business travel car	Council business travel car	km	899,772	543,774	163	96
Sheltered housing electricity	Domestic electricity standard	kWh	416,613	344,122	128	95
Sheltered housing natural gas	Domestic natural gas	kWh	2,750,692	2,740,696	506	504
Trust buildings electricity	Non domestic electricity	kWh	2,264,046	1,542,960	696	428
Trust buildings natural gas	Non domestic natural gas	kWh	8,612,105	7,929,771	1,584	1,458

Trust buildings – water supply	Non domestic – water supply and treatment	m ³	28,426	16,109	10	6
Trust buildings – water treatment	Non domestic – water supply and treatment	m ³	27,005	15,304	19	11
Council housing electricity	Domestic electricity standard	kWh	2,139,720	2,139,720	657	593
Council housing natural gas	Domestic natural gas	kWh	14,585,028	14,585,028	2,683	2,681
District municipal landfill	District municipal landfill	tonnes	14,561	4,878	8,540	2,861
District composting (garden waste)	District composting (garden waste)	tonnes	10,715	8,146	1,843	1,401
District composting (food & drink)	District composting (food & drink)	tonnes	1,891	1,437	325.2	247.2
Council refuse collection diesel	Council fleet diesel refuse collection	litres	166,975	197,029	449	529
Council refuse collection adBlue	Council fleet diesel refuse collection	litres	7,856	9,243	2	2
Procurement of goods and services	Procurement	kg CO ₂ e	40,277,934	40,277,934	40,278	40,278



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EAST RENFREWSHIRE COUNCILCABINET27 January 2022Report by Director of EnvironmentCOMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015 –
COMMUNITY ASSET TRANSFER**PURPOSE OF REPORT**

1. The purpose of this report is to seek approval to amend the Council's policy for Community Asset Transfers as governed by the Community Empowerment (Scotland) Act 2015.

RECOMMENDATIONS

2. The Cabinet is asked to:
 - a) Approve the amended Community Asset Transfer (CAT) Policy.
 - b) Approve the establishment of the CAT Working Group and CAT Leadership Group.
 - c) Support that the relevant departments notify the Asset Transfer Lead with named representatives outlined in paragraph 14 within 2 weeks of approval.
 - d) Note the upgrading to the ERC CAT webpage and literature to help communities understand the procedures required to request a transfer; and
 - e) Remit consideration of the CAT Review Panel, its terms of reference, and membership to the Council.

BACKGROUND

3. The Community Empowerment (Scotland) Act 2015 helps to empower community bodies through strengthening their voices in decisions about public services and use of public body owned buildings and land.
4. Part 5 of the Act came into force in January 2017, providing eligible community organisations the opportunity to apply to a public body to take over the occupation of publicly owned property assets (Land and/Buildings) in one of the following ways;
 - new management agreements for an existing facility or land;
 - leases (including maintenance of the property/land) and;
 - full transfer of ownership and all property responsibilities.
5. As directed by Section 80 of the Act, there are strict criteria that the community organisation must meet to be eligible to apply for a CAT including its legal structure and the need to demonstrate the community benefits an asset transfer would bring to the local area including social, economic, health and environmental. These are more fully described in Appendix One paragraph 4.

6. The Community Empowerment (Scotland) Act 2015 was reported to Cabinet in April 2016, with follow up information brought to Cabinet in subsequent years.
7. The Council's existing CAT procedure involves a 2 stage process;
 - **Stage One** - The community group completes a formal full application form including a business plan and financial information. Council officers review the application seeking any further information before notifying the community organisation of the decision.
 - **Stage Two** - If a CAT request is refused, or if granted different conditions to those on the transfer request are attached to the proposed transfer, the group have the right to appeal firstly to the Council and if the rejection or attachment of different conditions is still upheld; to the Scottish Government.
8. Since Part 5 came into effect, the Council has received 1 formal application for a Community Asset Transfer which is currently under review.

OVERVIEW OF THE NEW POLICY & KEY PRINCIPLES

9. The full revised policy proposed can be found at Appendix One.
10. The aims of the revised policy are;
 - Set out a clear and consistent approach with greater guidance available to community organisations before a formal application is lodged.
 - Ensure the community organisation meets the eligibility criteria to be a Community Transfer Body (CTB) before a formal application is lodged.
 - Improve the structure of the decision making process.
 - Implement lessons learnt from other public bodies and feedback from CTBs over the first 5 years of Part 5 of the Act being in effect.
11. The stages of the amended policy are;
 - **Stage One**- Expression of Interest (pre formal application to assist the CTB in confirming this is the best route to take and discussing other options if a CAT is not applicable for the CTB).
 - **Stage Two**- Formal Full CAT application request received, the Asset Transfer Lead (see paragraph 12) issues the relevant notifications and works with the CAT Working Group to evaluate and assess the proposal against the ERC Scoring Matrix (see Appendix Three). All information is then passed to the CAT Leadership Group to make a recommendation to Cabinet.
 - **Stage Three**- The Cabinet makes the Council's decision on the CAT application and the Asset Transfer Lead notifies the Community Transfer Body (CTB) in writing of the decision.
 - **Stage Four**- If a CAT request is refused, or the decision notice relating to the request specifies material terms or conditions which differ to a significant extent from those specified in the request the group have the right to appeal firstly to the proposed

Community Asset Transfer (CAT) Review Panel, and if the rejection or the attachment of varied terms and conditions is still upheld; to the Scottish Government. If the Cabinet fail to determine the appeal within 6 months of the validation date of the application, the CTB has the right to appeal directly to Scottish Ministers.

12. An Asset Transfer Lead will take responsibility of overseeing the CAT policy and ensuring the relevant notifications, decision letters and strict timescales are adhered to. It is proposed the Asset Transfer Lead will be the Principal Officer, Asset & Property Management. In the event a CTB seek a review of a decision taken by the Cabinet it will be dealt with by Committee Services.
13. A CAT Working Group will be formed to provide guidance to the community groups and lead in their relevant skillsets from initial enquiry through to final decision. This ensures the appropriately trained professionals are providing the best advice to the groups.
14. It is proposed the CAT Working Group will comprise;
 - a. Asset Transfer Lead - Principal Officer, Asset & Property Management
 - b. Representative – Property & Technical Services
Property related issues including valuation of assets.
 - c. Representative - Community and Learning Development
Ensures eligibility of the group, advises on the community benefit, and advises on support for the group in the wider local area and all other community related issues.
 - d. Representative - Economic Development
Advises on the Business Plan, sustainability of the business model.
 - e. Representative - Legal Services
Advises on any legal issues and formulates the agreement in appropriate format.
All other legal related matters.
 - f. Representative - Accountancy Services / Finance
Advises on the financial records and implications of any transfer for the Council.
All other finance related matters.
15. The CAT Working Group will assess applications against the proposed ERC Scoring Matrix and put forward their evaluation to the CAT Leadership Group.

16. It is proposed the CAT Leadership Group is made up of:-

Head of Strategic Services, Environment Department
Head of Operational Services, Environment Department
Head of Communities, Revenues & Change

It should be noted that in the event one of the above noted officers is unavailable a suitable an alternative senior officer can be substituted to ensure decisions are reached timeously.

17. The CAT Leadership Group will review the evidence and present recommendations regarding the request to the Cabinet who will make a decision on the CAT request, inclusive a decision on the discount factor to be applied to the Market Value or Market Rental for the transfer of an asset if the recommendation is to approve the request.

18. The Act is silent on the monetary value the Council should accept for the transfer of an asset. After considering the approach taken by other councils across Scotland, it is proposed up to maximum discount of 25% of the Market Value will be accepted for a transfer via an outright sale all subject to any legal tests or restrictions on disposals imposed on the council by law.
19. For leased premises while the same percentage discounts should also be apply it is important to retain flexibility to further assist organisations. Consequently further discounts for leased premises may be agreed on a case by case basis and dependent upon the community benefits which can be derived from an organisations occupation of the leased premises all subject to any legal tests or restrictions on disposals imposed on the council by law.
20. The Community Transfer Body (CTB) will be advised in writing of the outcome of the application and where the application is refused provided with information relating to the appeals process and also provide feedback on why the application has been refused.
21. When the Cabinet either refuses an asset transfer request or grants it subject to terms and conditions which differ to a significant extent from those specified in the request, the CTB has a right to appeal firstly to the proposed Community Asset Transfer (CAT) Review Panel. It is proposed that the membership of the Panel will be 5 cross-party Elected Members who are not members of the Cabinet. If the Cabinet decision to refuse the request or to grant subject to the conditions referred to above is upheld by the Panel, the CTB can appeal thereafter to Scottish Ministers.
22. Each individual case will be fully considered on its merits in line with the CAT guidance associated with part 5 of the Community Empowerment (Scotland) Act 2015 and the Council's CAT policy and process.

KEY DEPENDENCIES

23. Cabinet should note that the Community Asset Transfer Model has a number of dependencies including:
 - a) Support of CCS, Legal, Finance, Planning, Economic Development and Estates to utilise the professional skills embedded across the council's departments to help contribute to the determination of a transfer request and assisting groups seeking to transfer an asset.
 - b) Support from the named departments in paragraph 14 to put forward a representative for the Asset Lead Transfer Officer to engage and forward relevant transfer details.
 - c) Key representatives are trained to understand the Council's policy, the procedures and strict timeframes to assist in the recommendation of any CAT enquiry or application relevant to their role in the group.

FINANCE

24. There are no known finance implications but it should be noted that this process can be labour intensive and dependent on the number of requests received this may be an issue going forward.

IMPLICATIONS OF THE PROPOSALS

25. It is anticipated that while this work stream will bring additional duties that existing staff resources will be able to accommodate the workload generated by CAT applications. Should this not be the case a further review may be necessary.

CONSULTATION

26. There has been consultation within the Environment Department and the Corporate and Community Services Department to devise the new framework and with Democratic Services on arrangements for reviews to be heard.

CONCLUSION

27. The amendment to the CAT transfer policy will provide better engagement and tools to the community looking to take over management of a service or council asset.
28. The policy will ensure the Council's procedures in dealing with a CAT request are more transparent, structured and appointed Council officers (representatives) with the relevant skillsets are in place to react to community organisations. .

Further information can be obtained from: Phil Daws, Head of Environment (Strategic Services) on 0141 577 3186 or Phil.Daws@eastrenfrewshire.gov.uk

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APPENDICES

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APPENDIX ONE

THE POLICY

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East Renfrewshire Council

COMMUNITY ASSET TRANSFER POLICY (Under Part 5 of the Community Empowerment Act)

1. Vision

East Renfrewshire Council (ERC) has a long history of supporting and working with local communities and recognises the important contribution that this makes to improving outcomes for local residents particularly those experiencing the highest levels of inequality.

ERC welcomes the focus placed on empowering and supporting local people to play a more active role in improving their communities as outlined in the Community Empowerment (Scotland) Act 2015. Community Asset Transfer (CAT) can have a significant impact on realising opportunities for community empowerment, enterprise and community led regeneration in the local area. ERC is committed to working with communities to support CAT requests as a potential mechanism for encouraging community ownership and involvement in local service delivery.

ERC is fully committed to maximising its assets, building on existing partnership working with communities against an agreed set of criteria in order to support and deliver the ambitious vision set out in Community Learning and Development Plan. The Council will work with community planning partners where appropriate to implement joint approaches to support communities to actively participate in the development and delivery of shared priorities.

This policy will support CAT as a mechanism by which ERC will demonstrate its continued commitment to engagement and partnership working with the community and voluntary sector to deliver effective local services.

ERC fully supports the underpinning principles of CAT and endeavours to positively support communities throughout the CAT process. However, there may be times that in order to protect the interests of the wider community, assets may need to remain in Council ownership and/or management to support the delivery of essential services or support economic growth and activity in the area.

2. Community Empowerment (Scotland) Act 2015

This policy responds to the framework for CAT requests set out in the Community Empowerment (Scotland) Act 2015 and provides the basis upon which the Council will manage requests for the transfer of assets (buildings or land owned by the Council) made under the Part 5 of the Act.

The aim of the policy is to set out a consistent approach and clear guidance for consideration of transfer of assets (including land and buildings) by the Council to relevant community groups and organisations (herein referred to as the Community Transfer Body or CTB) in the spirit of community empowerment and ownership.

CAT involves the right for a CTB to request to manage, lease or own an asset that is currently owned (or in some circumstances leased) by East Renfrewshire Council. The Council has developed a transparent process for CAT that takes into consideration

community benefit, potential impact on council services and long term sustainability at all stages from pre request discussion to decision and where relevant, appeal.

The policy will be implemented in-line with the Council's statutory obligations for CAT outlined in Part 5 of the Community Empowerment (Scotland) Act 2015

3. Scope of East Renfrewshire Council Community Asset Transfer Policy

This policy applies to all Council staff receiving CAT requests and/or managing an opportunity for CAT. The policy also provides guidance to communities wishing to submit a Community Asset Transfer Request (CATR).

Community Asset Transfer refers to the policies and associated procedures that relevant authorities (including local authorities) may use to transfer the ownership, lease or management of an asset to a community transfer body under Part 5 of the Community Empowerment (Scotland) Act 2015. Community Asset Transfer can occur in a range of ways including:-

- new management agreements for an existing facility or land;
- leases (including maintenance of the property/land in accordance with lease terms and conditions) and;
- transfer of ownership and property responsibilities.

4. Community Transfer Body (CTB): Community Benefit and Eligibility

The Council has identified a 'First Point of Contact' officer known as the Asset Transfer Lead for CAT enquiries in order to provide guidance to community groups to assess their eligibility to become a Community Transfer Body (CTB), to signpost for additional support as required, and to ensure that the agreed process is understood and adhered to.

This will involve checking with the organisation that they meet the criteria to become a Community Transfer Body (CTB) and are able to enter into a lease or contract with the Council under the terms of the Act. For example in order to be considered as a CTB the operation, governance and practice of the group must reflect:-

- That the group is controlled and managed by community members and ensure that membership is open to any adult who wishes to join;
- It is a community benefit society the registered rules of which includes provision that the society must not have fewer than 20 members;
- An asset clause stating that any profits can only be used to benefit that community and in accordance with the aims and objectives of the organisation (as set out in their constitution or incorporation documents);
- If the request is for transfer of title (ie ownership) the CTB needs to be a not for profit organisation and a Scottish charitable incorporated organisation.
- A clear Dissolution clause that states that the assets of the company can only go to another CTB or charity.

Certain bodies are not automatically eligible for CAT unless designated by Scottish Ministers for example Community Interest Companies (CICS), Community Trusts, Foundations or enterprising Voluntary and Community organisations. Where relevant the rules of these types of organisations would need to be examined to make sure they were eligible.

Companies or other organisations established for profit, for the benefit of private shareholders or to generate equity through 'for profit' objectives, are not eligible to apply for asset transfer under Part 5 of the Community Empowerment (Scotland) Act whether in part or as a whole but may engage with the Council as part of a wider asset management process to negotiate a mutually agreeable outcome.

Additionally, any potential CTB will be required to submit an "Expression of Interest Form (Form 1)" prior to submitting an official full request to consider if they meet the necessary criteria of a CTB but also aid them to demonstrate how they will evidence that the purposes for which they intend to use the asset they are requesting is for community benefit through:-

- contribution to a developing a sustainable community;
- empowering local communities;
- ensuring equality of access and benefit;
- improved quality and efficiency of service;
- demonstrating and enhancing social value;
- partnership working with other community and voluntary sector organisations; and
- assisting local communities to achieve their aspirations.

5. Underpinning Principles of Community Asset Transfer

The following principles govern the Council's approach to Community Asset Transfer:-

- the Council welcomes community interest and requests to improve use and potential for building and land assets;
- applications to transfer assets for community benefit/interest will be considered by the Council in line with the CAT process
- Requests relating to a Council asset will be considered on an individual basis and may therefore result in terms of agreement reflecting the circumstances of the individual case and asset;
- The consideration of expressions of interest and fully developed requests for transfer of an asset should be managed in a manner that promotes positive partnership working throughout the CAT process and beyond any potential handover;
- CAT requests should demonstrate that they meet the eligibility and criteria and provide all information outlined in section 6 of this document.
- Up to a maximum discount of 25% of the Market Value will be accepted for a transfer via an outright sale, with an ability to consider further discounts for leased premises decided on a case by case basis and dependent upon the community benefits (social, environmental, health and economic).

6. Implementation of CAT process

Any CTB considering CAT as an option should, in the first instance, speak to the Council's Asset Transfer Lead who will provide information regarding the process and basic requirements and direct the group to self-assess their eligibility and readiness through the CAT page on the Council's website. To aid this process and in preparation of the official Community Asset Transfer application, the group will be asked to complete an "Expression of Interest Form".

At this point, where it is evident that the group does not meet basic eligibility criteria, and as appropriate, the group may be signposted for additional support or information to assist them to meet their aspirations in the future. If the group meet the CAT requirements, they will be directed by the Asset Transfer Lead to submit an official Community Asset Transfer Form (Form 2).

The Council will accept a CAT request which can demonstrate clear benefits to communities and the capacity of the group to deliver/manage services/assets should the application be successful. The application will be considered where eligibility seems apparent and the group will be advised of the CAT process including timescales.

6.1 CAT Process

The Community Transfer Body will be supported to submit their formal request in writing stating that the application is being made under Part 5 of the Community Empowerment (Scotland) Act 2015. The request must detail:-

- the land or building being requested;
- if purchase or rental is being requested and the cost that the community transfer body is prepared to pay along with any other relevant terms and conditions;
- the intended use of the land or building;
- how the CTB will fund and manage its plan for the CAT;
- how the CAT will help the community and that there is support for the proposal from the wider community;
- the community transfer body's rules, or a note that the group has been designated by the Scottish Ministers; and
- details of project beneficiaries and how the proposed activity will address current gaps or complement / add value to existing service provision.

On receipt of the completed request the validation date is set and the Council must acknowledge the request and communicate a decision within 6 months of this date unless an alternative timescale has been formally agreed between the two parties.

The Council will inform those who may own, rent or use the land or building about the request, as well as publicising the request online for a 4 week consultation period. The Council will publish online information and at the subject relating to live CAT requests ensuring that GDPR guidance is adhered to.

The Council will not dispose of, or sell land, to anyone except for the CTB submitting the request until the request has been concluded. Where the asset has already been advertised for sale or lease before the request was made the Council is unable to accept or progress the CAT. Acknowledgement of the request will clearly state the Council's

position in relation to whether a ban on sale or lease to other people applies or if any other asset transfer requests had been received for this asset.

The CTB will be advised in writing of the outcome of the application and where the application is refused provided with information and signposting to assist them to develop or if appropriate to meet their aspirations in relation to CAT. Depending upon the reasons for refusal the group may be referred for direct support or assistance.

The group has a right to an internal review (setting out their reasons why) by the Council initially and can further appeal to Scottish Ministers if they are not satisfied with the outcome of internal review. A CTB cannot make another CAT request for the same asset within 12 months with the same terms.

The group can also appeal directly to Scottish Ministers if a decision notice is not issued within 6 months of the date of the validation of their request

7. Decision Making

7.1 Assessment Decision

A CAT Working Group made up of key officers from across Council services including representatives of key areas of business such as property, legal, finance and communities will assess the CAT request and present evidence based on the ERC Assessment Scoring Matrix to the Council's CAT Leadership Group.

The CAT Leadership Group is made up of:-

Head of Strategic Services, Environment Department
Head of Operational Services, Environment Department
Head of Communities, Revenues & Change

The CAT Leadership Group will review the evidence and make recommendations regarding the request to East Renfrewshire Council's Cabinet to make a formal decision on the CAT request.

The CTB is then informed of the decision within timescales agreed earlier in the process.

The Council may call upon specialist advisors to provide advice and inform the decision making process. Once the validation notice is issued a decision will be taken and communicated within 6 months. Should an extension be required this can be proposed in writing to the CTB and mutually agreed.

An annual report relating to all CAT requests and their outcome will be reported to the Cabinet.

7.2 Successful Outcome

In line with Regulations, the outcome of any CAT request will be communicated to the CTB within 6 months of the validation notice date. Where a decision is in favour of the community group, discussion will take place as to the terms of the CAT and the relationship between the Council and CTB in meeting these terms including financial agreements for sale or rental of the property or land.

i. Outright Sale

Up to a maximum discount of 25% of the Market Value will be accepted for a transfer via an outright sale.

ii. Lease or Management Transfer

Similar to an outright sale a maximum discount of up to 25% is envisaged for leases being dealt with under CAT applications. However the Council reserves the right to apply further discounts for leased premises decided on a case by case basis and dependent upon the community benefits (social, environmental, health and economic). The Council will also seek to incorporate within such leases clauses which ensure the CTB maintains its community benefits throughout the duration of any lease. The Council will consider the specific needs of the CTB, the condition of the asset and the requirements of any funders. The length of the lease will be based on:

- the business plan
- the capacity of the organisation to manage the asset
- financial capacity
- any future requirements for the asset by the council

Once granted, leases can be extended or restructured at a future stage, to meet the changes to the organisation's activities or circumstances. Leases will contain clauses that prevent the asset being assigned or sold on for unintended financial gain and the loss of the community agreed benefits. Leases will also contain suitable clauses to ensure the return of the asset to the Council if the terms of the lease clauses are not met, or in the case of dissolution, insolvency or corruption.

iii. Transferring of the Asset

The CTB must make the Council an offer and the expectation outlined in the statutory guidance is that a contract would be agreed within 6 months of the offer being received.

It is acknowledged that this timescale may not always be achievable due to matters out with the control of both parties and therefore agreement may be reached with the Council or imposed by Scottish Ministers to allow for more time to conclude the process.

7.3 Unsuccessful Outcome – Review and Appeal Process

Where a CAT request is unsuccessful, the CTB may request that the Council review their decision and this review must be undertaken by a panel of cross-party Elected Members.

The Community Asset Transfer (CAT) Review Panel is made up of a group of 5 cross-party Elected Members. The internal review process must be politically led and Council officers can act only in an advisory capacity to the review panel.

If the CTB is not satisfied after the internal review, they can appeal to the Scottish Ministers. A CTB can ask for a review or appeal if the Council:-

- does not agree to their asset transfer request;
- does not make a decision by the time it should have; and
- the CTB does not agree with the terms and conditions in the decision notice.

Following consideration by the Review Panel a decision notice will be sent to the CTB with the Panel's decision. The following points apply to CAT reviews and appeals:

- a community transfer body has 20 working days after the issue of the decision notice with the Cabinet's decision to ask for a review or appeal;
- other people who commented on the asset transfer request must be asked what they think about the review or appeal;
- all the papers about the review or appeal must be publically available online; and
- the Review Panel can ask anyone for more information to help them make a decision. They can ask for the information in writing or hold a meeting so people can tell them their views. They can also do other things, such as visiting the land or building the request is about.

8. The Asset

The guidance on CAT within the Community Empowerment (Scotland) Act 2015 will ensure that where CAT is being considered, the Council will always take into consideration community benefit. The CTB can indicate the price that they are willing to pay for the asset and the Council must consider the feasibility of agreeing a cost that reflects community benefit and also Council operational requirements. Market value will be considered alongside community benefit. This will inform the assessment and decision-making process, including securing the best price as can reasonably be obtained to support Council operations and priorities.

The Council's assessment of a CAT request and any subsequent decision to proceed will take into account the condition, usage, value of the asset, the availability of other suitable premises from which the proposed activity could take place and value for money offered by the proposal.

The Market Value or Market Rental of the asset price agreed will be informed by the social, economic and environmental benefits generated by the CAT including for example

- Economic development or regeneration
- Health
- Social Wellbeing
- Environmental factors

East Renfrewshire Council will provide information which it holds on the asset to the applicant CTB. The Council will consider requests for information on the asset submitted in writing, where this information is readily available and deemed to be useful to the progression of the CAT process.

CTB's should seek (and fund) any required independent legal and technical advice relating to property condition and value.

9. Reporting

The Council is required to report annually on:-

- the number of requests received;
- the outcome of requests; and
- any support put in place to support requests.

The Asset Transfer Lead, on behalf of the CAT Working Group, will provide reports to the Corporate Management Team and the Cabinet regarding any requests received and produce and make available annual reports to Scottish Government, the Cabinet and the public.

10. Approaches to Managing Risk

East Renfrewshire Council recognises that there are inherent risks in Community Asset Transfer both for the CTB and for the Council, and has in place mechanisms to ensure a consistent approach to managing these. Each request will be considered on a case by case basis against robust criteria. The assessment and decision making criteria will help to manage and minimise risk and support the CAT process.

The Council will as appropriate sign-post the CTB to the relevant local and national agencies for advice/ resources in managing the risks involved and to support and facilitate successful asset transfer.

11. Remit of CAT Panel and CAT Review Panel

11.1 CAT Panel

The CAT Panel is responsible for overseeing the development and strategic direction of the CAT policy and implementing the operational process for CAT requests. This group will be made up of officers from across the Council with practical experience and understanding of working with communities, management and transfer of community assets. There is the option to co-opt partners who have particular knowledge and expertise and include representation from the voluntary sector.

The CAT Panel will assess applications against the criteria set out in the community asset transfer process. The Panel will consider policy, legal and financial risk to the Council and provide information to The CAT Leadership Group to inform recommendations to the Cabinet for decision.

11.2 Community Asset Transfer (CAT) Review Panel

The Community Asset Transfer (CAT) Review Panel is made up of a group of 5 cross - party Elected Members. Decision making relating to reviews is the responsibility of CAT Review Panel. The internal review process must be politically led and Council officers can act only in an advisory capacity to the review panel.

It should be noted that members of the Cabinet who were party to the decision, or any Elected Member who has either been involved in the asset transfer process or commented publically on the request will not be able to participate in the review process. Where a CTB disagrees with a proposed decision they can appeal to Scottish Ministers for final determination.

12. Policy Review

ERC will continue to review the East Renfrewshire Council Community Asset Transfer Policy following an initial twelve month period and in line with any amended guidance from the Scottish Government on Community Asset Transfer.

13. Scottish Government – Asset Transfer Under the Community Empowerment (Scotland) Act 2015 – Guidance for Relevant Authorities

ERC will implement this Policy in accordance with the above guidance. All CAT requests will be considered in line with this.

BRIEF GLOSSARY

Community Empowerment Act (Scotland) 2015 (The Act) – A piece of Scottish Legislation approved in June 2015 which sets out a number of items that increase Scottish Communities ability to become more involved with Local governance, and rights which encourage Community Empowerment.

Community Asset Transfer (CAT) – The process whereby a Community led group can take over the responsibility of assets owned by a Relevant Authority such as East Renfrewshire Council. The CAT system is the result of the Scottish governments Community Empowerment Act (Scotland) 2015, covered under section 5.

Community Transfer Body (CTB) – An eligible community led group who make the asset transfer request, and who if successful will take full responsibility of ownership/ lease or management the property concerned, and operate it under the terms of the final lease or deed. East Renfrewshire Council is fully committed to engaging with Community Asset Transfers to Suitable Community Transfer Bodies. The Validity of the Community groups CTB status is assessed by the relevant representatives in the CAT Working Group. The attributes of a CTB are explained in Part 5, sections 77 and 80 of the Community Empowerment Act (2015) Scotland.

CAT Working Group – This is a Group formed by the East Renfrewshire Council to assess CAT Requests, to ensure that are both the CTB and the plan to gain control of the asset, and then to operate it successfully are viable and compliant to The Act.

Relevant Authority – A Statutory body named by the Scottish Government, in the Community Empowerment Act (Scotland) 2015. For the purposes of this document, East Renfrewshire Council.

Operating / Holding Service – All property owned by the council is assigned to a Service or Department. The Managing Service in this context is the Service in the Council (Such as Development Services or Education Services) who hold the property asset that the CTB are interested in. The MS is contacted by the CAT Working Group when CAT interest is shown on one of their property assets.

Expression of Interest (Eoi):- Stage 1 of the CAT Process- Identifies the asset the group seek to take responsibility of

Full Request Form The second stage of the CAT Process – An extensive form that must be filled in by the CTB, along with a full set of documentation needed for any Community Asset Transfer to be considered.

Notifications - At various stages of the CAT process interested parties will need to be notified of the possible Asset Transfer, and be allowed to make “**Representations**” i.e. comments or objections reference the CAT Plan.

APPENDIX TWO

COMMUNITY ASSET TRANSFER TOOLKIT

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COMMUNITY ASSET TRANSFER

A Toolkit to Support Community Groups

EAST RENFREWSHIRE COUNCIL

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Contents of the Toolkit

Introduction and Purpose

Your Committee

Your Community

Legal Structure and Eligibility

Finance and Business Planning

Learning from Others

Useful Links and Contacts

Notes Sections

CAT Flow Chart in ERC

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Introduction and Purpose

This Toolkit helps community groups and organisations consider the key issues they need to be aware of when considering a Community Asset Transfer (CAT).

It supports your group to assess your current situation and determine whether or not you are ready to take on an asset. The Toolkit is best completed by several committee members before considering the ownership or leasing of any asset.

The Toolkit covers the following key issues around your group:

- Your Committee Composition and Legal status
- How it currently works and operates Your experience in managing finance and resources
- Your Local community and how they benefit from your project

Each section of the Toolkit contains a series of questions and prompts which will help your group to better understand your current position, the extent to which you have the right skills and experience for taking on an asset, and the support or assistance you might need to progress.

What do we mean by taking on an asset?

Assets are land or buildings that are used to deliver a project or initiative that benefits your community.

There are two key considerations before taking on an asset:

1 Does your group have the right skills and experience to manage the asset?

2 Can your group generate enough money to continue to maintain and improve the asset over time?

There are different ways in which your group can take on an asset for example through a management agreement, a lease, or full ownership.

Where an asset is currently owned by a public body, like the Council, there are processes in place that support community groups to get access to them. One of these processes is called a Community Asset Transfer.

Community Asset Transfer

Community Asset Transfer is one of the ways through which a community group or organisation can request greater control of a Council-owned asset. The level of control can vary from simple access rights, right up to full ownership.

CAT is a legal process which was introduced under the Community Empowerment (Scotland) Act 2015

If your group submits a full application for Community Asset Transfer (CAT) you will be expected to provide evidence, including:

- a business plan showing how the asset will be sustained;
- details of how the CAT will benefit the community;
- details of how you will manage and finance your plans;
- evidence of support for your ideas among your community;
- and confirmation that funding has been identified and is available.

Help and information on Community Asset Transfer is available from:

Email:
communityassettransfer@eastrenfrewshire.gov.uk

Your Committee

This section of the Toolkit looks at your committee and how you work together. In this section, there is a small checklist that will help you identify any gaps in knowledge or skills that you will need to address.

If you find that you are unable to answer some questions positively, then this suggests that your Committee needs to do some additional work before you move forward with Community Asset Transfer.

You need to have a strong committee who work well together so that all the responsibility does not fall on one or two people. This is an important step to consider before thinking about a potential Community Asset Transfer. You will need to show that your organisation operates in an open and accountable manner. The questions in this section will give you a view of how well your committee is functioning and how involved your committee members are.

Section 3 of this Toolkit focuses on the legal status of your group and your eligibility to apply for a CAT.

- [Current Committee Knowledge and Understanding](#)

If this flags up areas of concern or specific questions for your committee, it is recommended that this is addressed first as the governance of your group is a key part of a Community Asset Transfer. There is also space for you in this Toolkit to take extra notes in Section 6.

- Do you plan your activities to meet the needs of your local community?

Yes/ No

- Do you have an annual action plan?

Yes/No/Not sure

- Do all your committee members have a copy of your constitution and understand it?

Yes/No/Not sure/we need help with this

- When did you hold your last AGM?

Within the last 12 months/More than 12 months ago

- How often do you hold committee meetings?

Every weeks/months

- What does your constitution say?

Every weeks/months

- Are all of your committee meetings quorate and do they follow the rules in your constitution?

Yes No/ Not sure

If you are not sure, you need to check what your constitution says.

- Do you minute all your committee meetings and note who agrees to do what and when?

Yes/No

- As part of a Community Asset Transfer Request you will need to show minutes of the Committee Meeting committee agreed to proceed with a Community Asset Transfer Request. This shows that your Committee supports the application. Do all Committee members receive copies of the minutes of meetings?

Yes/No

If not, you need to consider why not and whether all committee members can contribute fully to the committee.

- Ownership or lease of property will carry several responsibilities and decisions could be required in the future. All committee members must understand the responsibilities involved both for themselves and for the whole committee. Do all committee members understand their legal duties?

Yes/No

- Do you recruit new committee members following the rules of your organisation?

Yes/No

- Community members may have their own impressions of what your group and your committee do and what it is responsible for. When new people join your committee it is important that they clearly understand their roles and responsibilities. Do you give all new committee members copies of your: Constitution Accounts Action Plans Minutes of recent meetings

Yes/No

- Do you have clear aims and objectives and do your committee members know and understand what they are?

Yes/No/Not sure

- What skills do you need and do you already have them?

Skills	Committee Members	Notes

- Has your committee agreed on clear roles and responsibilities and/or formed subgroups to get tasks done? Make a list of everything which needs to be done. Make sure you have a name or a subgroup name against each task and keep updating the list with both an expected and completed date. This will help you to see the progress you are making and identify any areas in which you need more help. Keep adding to the list as more tasks are identified;

Task	Name	Timescale	Date Completed

o Policies and Procedures

To be considered for a Community Asset Transfer or to successfully apply for funding, your group will need to show that it operates in a responsible way and keeps staff, volunteers, and community members safe.

The policies you need will depend on the asset and what your plans are. Thinking about the policies and procedures early in the CAT process will help your committee be as prepared as possible. Some key areas that you may need to think around are given for you as examples in the table below. You may have other policies that you think are relevant to your project and group depending on your purpose and aims and objectives.

Make a list of policies you think you might need and decide who from the committee will be responsible for putting together or updating your policy. You might allocate responsibility for different policies to different committee members or have more than one committee member work on a policy. This is where your skills on the Committee in Section 1.2 will help you identify skills and experience to put these policies together. Be prepared to show copies of your policies to potential funders and the Council when you apply for Community Asset Transfer.

Policy	Committee Member
Writing Funding Applications	
Business Planning	
Community Engagement	
Policy Writing	

- Your Committee

This next section is about understanding your community. A successful CAT requires evidence of support for your project and this part of the Toolkit helps your committee to think about how your group engages and communicates with community members.

Involving your community in planning your activities helps your group to:

- ensure that the project reflects local needs,
- has local support, and seeks to minimise any adverse unintended consequences;
- gain new ideas and different perspectives;
- identify new partners and supporters;
- find people who can bring new skills, knowledge, and experience to the project;
- demonstrate accountability to your community.

More information and ideas on how to engage your local community can be found in Involving your Community resource which was completed by COSS (Community Ownership Support Service).

The following two diagrams help your group to think about how well you are currently engaging with your community and developing stronger links.

The first diagram is for you to discuss and record what you know about the community you are in. This may include some statistical data for example the local population statistics and demographic, current employment opportunities. By using this diagram as a mind-mapping exercise, it will help you to identify what you already know about your local community and areas where you need to develop further knowledge.

Diagram 1- Your Community

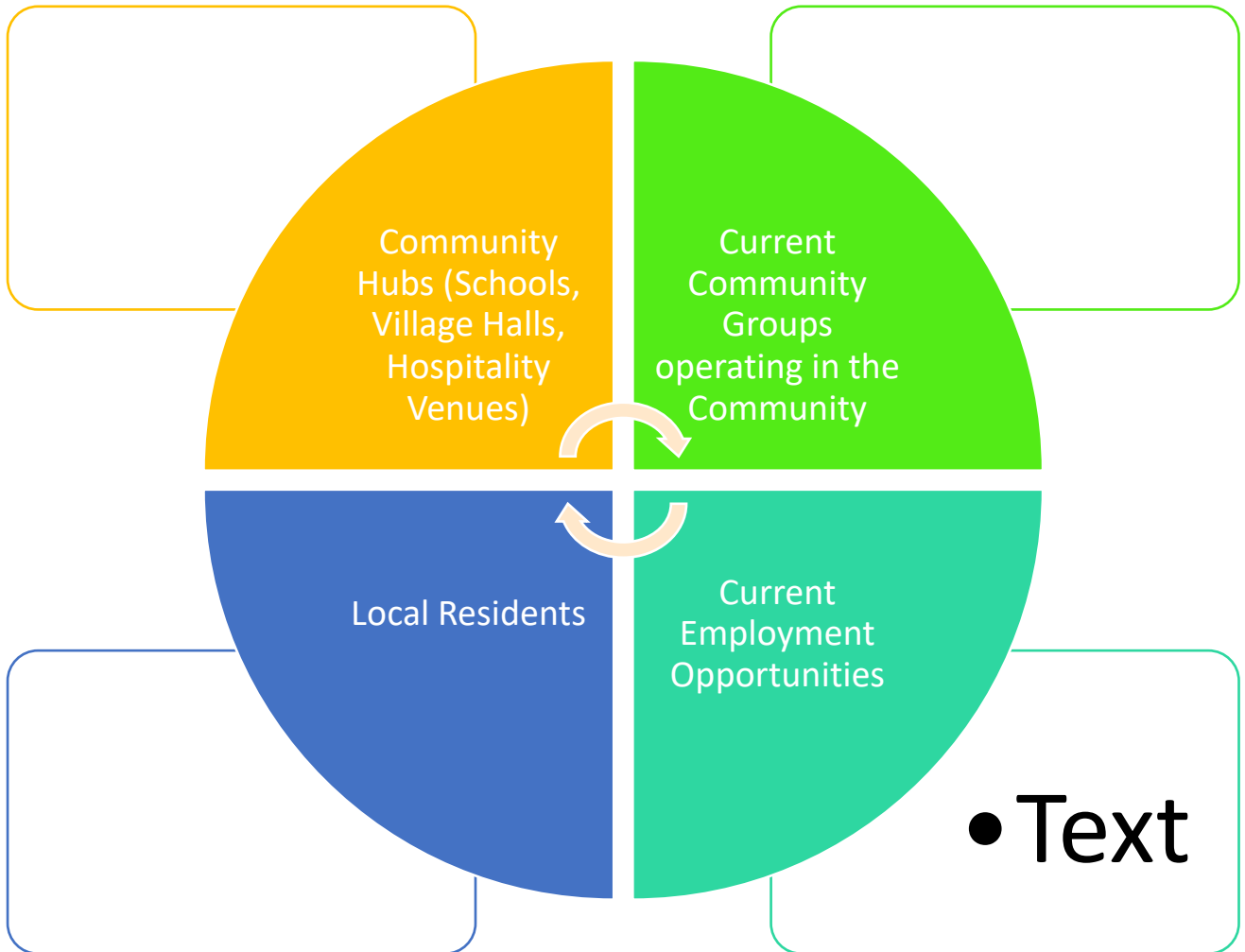


Diagram 2- Outreach

This diagram shows how your group is currently engaging with the wider community. If possible, use two different coloured pens to show what you are currently doing and if any ideas of how these areas of your community could be more engaged in your project.

By doing this will give clarity as Your Project/ Group Local Businesses Local Residents Social Media use and other forms of communication Key Partner Organisations Council, Health Board 2 to how you are engaging the wider community and also identify areas for improvement. To have a successful CAT request one of the key areas on which you will be assessed is community engagement and support. Using this tool will help you to strengthen any future CAT request.



- What to do when you have identified a local asset

If your group has an idea for improving your community that will require access to an asset you should have a look around your community to see what is available or check the asset register at:

www.eastrenfrewshire.gov.uk

Once you have identified a building or land belonging to East Renfrewshire Council in which you are interested you will need to complete an **Expression of Interest Form**:

Once the Council receives your **Expression of Interest Form** you will be invited to meet with representatives from the Council to discuss your interest in more detail. As part of this conversation,

Council officers will work with you to try to identify the best way for your group to secure access to the asset.

This may be through a Community Asset Transfer Request and all documentation is available on:

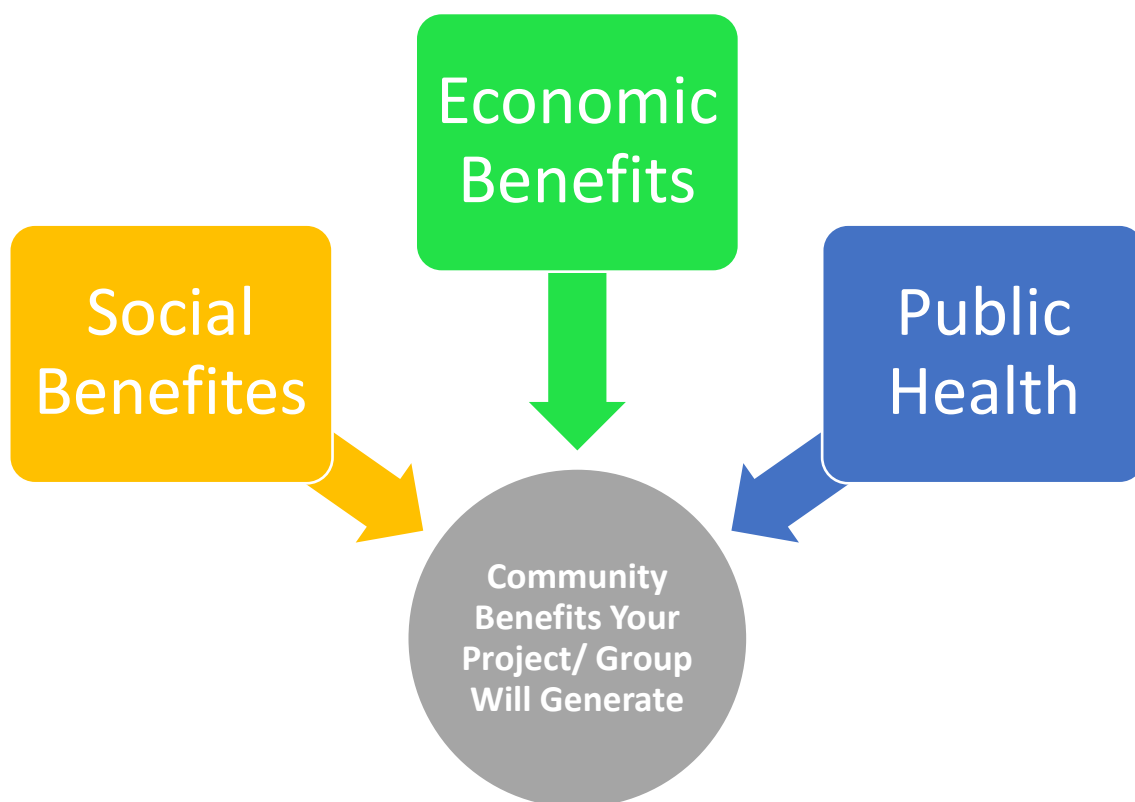
<https://www.eastrenfrewshire.gov.uk/article/4277/Community-asset-transfer>

- Community Benefit

A key aspect of a CAT Request is the level of community benefit it will generate. This could be providing local employment and training opportunities, improving health and wellbeing, or offering a social space for the benefit of community members. The level of community benefit is a **key source of justification for any discount** your group may seek for a lease or purchase of the asset.

The different benefits that your project would bring to your local area.

The diagram below shows your committee on how to think about the different benefits that your project would bring to your local area.



It also shows areas in which community benefit is assessed by the CAT team in the Council using a Scoring Matrix which is available for you to look at on the Council's website.

o Community Engagement

Community support is essential in any successful Community Asset Transfer. Your local community will want to know about your plans, be able to contribute ideas, and may want to help in various other ways. Community engagement allows your group to get the views of local people, get different perspectives on your proposals, and ultimately gather evidence of community support for your plans for the asset. Evidence of community engagement and support is another aspect that the Council will assess as part of any CAT Request.

The National Standards for Community Engagement can be found at www.scdc.org.uk/what/national-standards/ and can be used to help your group plan and deliver effective community engagement activities.

The following bullet points summarise some of the key areas of community engagement that your group can consider:

- Can you define your community? This should be included in your constitution. If you cover a geographic community this could be an area defined by postcode, Community Council area, an electoral ward, a settlement, a locality, or some other clear definition. If your community is a community of interest this might include people who pursue the same hobby, play a sport, or have an interest in a subject.
- Make a list of the main community organisations in your area and contact them to tell them about your plans. You could contact them individually or invite them to an information event. You should record which organisations you have consulted and what their responses are. Record any negative responses as well as positive ones as this demonstrates transparency and realistic engagement.
- If you are a community of interest you should still contact the community groups in the local geographic area of the asset as you need to show community support. Some of them may wish to work with you or rent some of the space from you and it is always useful to have positive links with your neighbours!
- How can you inform the community of your plans? You need to find out their views as well as tell them about your plans. Ideas of how this may be undertaken could include:

*Could you set up your own social media account, or start a regular newsletter?

*Can you use an online survey or hand out paper copies to collect people's views?

*Is there a community event, a gala day, or a community newsletter where you can share your ideas and ask other people for theirs?

*Have you spoken to the Community Council, Parent Teacher Association, local health professionals, anyone who provides services in the community?

*You can also find lots of useful ideas in COSS Publication - Involving Your Community:

<https://dtascommunityownership.org.uk/sites/default/files/Involving%20Your%20Community%20020.pdf>

In Section 6 of this Toolkit, there is a space for you and your committee to look at some of these areas in your context and some key questions for you to access your groups' activities in this area.

- Legal Structure & Eligibility

To be eligible to apply for any type of Community Asset Transfer your group must demonstrate that it is "community – controlled". That means that you must have a written constitution that;

- (a) describes the community to which your group relates;
- (b) confirms that most of the members of your group are members of your community;
- (c) confirms that the members of your group control decision-making;
- (d) confirms that members of your group are open to any member of your community;
- (e) contains a statement of your aims including the promotion of community benefit;
- (f) confirms that any surplus funds or assets are to be applied for the benefit of your community.

A community-controlled body which wants to make a CAT request for ownership must also be a 'community transfer body', meaning that it must have at least 20 members and be incorporated as:

- a company limited by guarantee;
- a two-tier SCIO (Scottish Charitable Incorporated Organisation) with members electing a committee or a BenCom (Community Benefit Company).

Failure to meet the strict legal structure requirements will mean the group will not be eligible for a Community Asset Transfer.

- Finance and Business Planning

When submitting your CAT application, you will also be required to submit a business plan that shows your expected income and outgoing related to the asset. This can include expected income from rent, hospitality, or any other way in which you plan to bring in an income. While expected income can never be certain, by engaging with your community and by researching other rental facilities in the area or projects similar to yours in other parts of the country you should have an idea of feasibility.

Your committee may also need to secure funds to purchase/lease or obtain other rights for a property through Community Asset Transfer. The CAT legislation does allow you to offer a price less than the market value of the asset. However, in your application, you will have to show how any discount is justified by the level of community benefit your project will generate. This is referred to as Best Value. Best Value is about ensuring that there are good governance and effective management of resources

to deliver the best possible outcomes for the general public which applies to all public bodies in Scotland.

Money and Property

You will also need resources to cover things like insurance, ongoing running costs including any common repair and maintenance obligations, repairs, and perhaps renovations/alterations to the property. COSS can both suggest potential funders.

- How do you manage your group’s finances at the moment?

- If your finances increased significantly due to the capital expenditure of a CAT would you need to change or adapt any of your current finance processes?

Yes/No/Not Sure

If “Yes”, how would you need to change your current process?

- Have you discussed with potential funders?

Yes/No

If yes, record some of the details here;

Funder Name & Contact Details	Area/ Activities they might help	Notes
<i>i.e National Lottery, Joe Bloggs XXXX XXX XXXX</i>	<i>Grant for upgrading of an asset</i>	<i>Group meets criteria for grant, need to complete application. No deadline for application submissions.</i>

- o Have you identified legal and other professionals, eg solicitors, surveyors, architects?

Yes/No/Not Sure

If Yes, make sure notes are here;

Service	Contact Details	Notes

- o Other Professional Support

You will need a solicitor to carry out the conveyancing, source the title deeds for the property, check if there are any shared access agreements in place, and manage all the paperwork. If you have a Solicitor already, you can add their details here. Name and address of your Solicitor:

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You may need an architect to give you an estimate of possible alterations you could make to the asset and outline costs for the work. You can then make inquiries about potential grants before taking on an asset avoiding the risk of finding it cannot be used as intended.

You may also want to obtain an independent survey of the property which considers the value, and an indication of any essential repairs. If work is needed to upgrade or maintain the property you will need an estimate of the costs involved before you enter into any Asset Transfer Agreement.

Long leases from the Council are usually on a full repairing basis, meaning that you are responsible for all the upkeep, externally and internal maintenance, and repairs to the property. You will also be responsible for any common liabilities such as service charges.

All costs for professional support will need to be met by the project/ group and will be due even if the CAT is rejected.

- Is there anyone in your local community with these skills?

Yes/No/Not Sure

If ‘Yes’ have you asked them if they can help, or give you some advice on who else you could approach? They may not be able to offer their services free of charge but might be interested in being involved. There are grants available to cover professional fees. You could consult other community groups who have done something similar to find out who they used.

Name and Contact Details	Potential Skill	Who will contact them?

- Learning from Others

You can learn a lot from community groups who have already gone through the CAT process.

COSS has supported lots of Community Groups through the Community Asset Transfer process and can suggest some which may have similar ideas to your own. It’s always useful to visit and hear what went well, what was a challenge, and what they might do differently next time, or wish they had known at the start of the process.

Contact COSS Community Ownership Support Service at:

Email coss@dtascot.org.uk

Tel 0131 225 2080

Community Land Scotland also supports Community Groups who own or would like to own land and/or buildings. They organise regular study visits where you can learn from other groups and share ideas. They can be contacted at:

Community Land Scotland

Email: info@communitylandscotland.org.uk

- Useful Links and Contacts

The following links will take you to some helpful websites where information, advice, and guidance on CAT is available:

Scottish Government Guidance for groups who are considering CAT;

<https://dtascommunityownership.org.uk/resources/getting-started/asset-transfer-guidance-community-transfer-bodies>

Community Ownership Support Service (COSS) has experience in supporting community groups through the CAT process and have lots of useful information on their website:

<https://dtascommunityownership.org.uk/>

- Notes Section

Your group's legal structure (please select one of the following options);

Unincorporated Association (You have a constitution, but no other legal status):

Charity Charity Number: Single Tier SCIO SCIO Number: Two Tier SCIO SCIO Number: Limited Company Company Number: Community Benefit Society Registration Number:

Community Benefit What is the benefit to the community that will result from you having access to the asset?

What evidence of community support do you have? eg funding pledged, community groups, getting involved in the project, results of surveys or meetings?

APPENDIX THREE

EAST RENFREWSHIRE COUNCIL SCORING MATRIX

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Community Asset Transfer



Application Assessment

Purpose

*The purpose of this Scoring Matrix is to support the **Community Asset Transfer Working Group** in evaluating the community benefit of the CAT Request and pass this information to the Community Leadership Group to make their recommendations for final decision by Cabinet. The Scoring Matrix is intended to guide decision-making.*

Process

*CAT Working Group comprising representatives from Community Learning and Development (CLD), Estates, Legal, Finance and Economic Development are asked to complete their sections of the assessment and this information is collated and shared with all **CAT Team members**.*

Structure of Assessment

The application assessment is structured using 5 key headings:

1. Group capacity - CLD
2. Community Benefits (Project outcomes) -CLD
3. Impact on Community Plan priorities - CLD
4. Financial information (including Business Plan) - Economic Development
5. Financial discount -Estates

Consideration will also be given to the terms and conditions requested by the Community Asset Transfer Body and what equivalent terms may be appropriate.

Each of the 5 assessment areas will be assessed separately, considering any and all additional supporting documentation and evidence provided. This will be used to give an overall score rating to the request from very strong to poor. A summary of the evidence required to achieve each rating is outlined under each key area and should be considered by the Community Asset Transfer body when completing the application.

Scoring

To weight an application, the following scores will be applied:

Very Strong = 10 points

Strong = 8 points

Moderate = 5 points

Weak = 2 points

Poor = 0 points

Comments

Each of the questions for scoring also include a section where CAT team members can note any points they wish to make, including any points of clarification or requests for additional information.

Community Transfer Body

Name of the Group	
--------------------------	--

The Asset

Full Name of the Asset	
Location of Asset (Address if possible)	
Unique Property Reference Number of Asset (If Known)	
Details of the asset including asset status and proposed use	

The Application Process

Date of Submitted	
Date of Decision	
Recommendation Approval/ Reject/ Defer	
Final Decision	

Summary Grading	Score
1. Group capacity	
2. Community Benefit	
3. Impact on Community Plan priorities	
4. Financial information	
5. Financial discount	

TOTAL SCORE	
-------------	--

1. Group capacity and ability to deliver the project including managing performance

Question	SCORE					Comments
	Very Strong 10	Strong 8	Moderate 5	Weak 2	Very Weak 0	
To what extent has the applicant demonstrated that they have the relevant skills, knowledge, and experience to successfully deliver this project?						
To what extent does the applicant have the appropriate governance in place to facilitate the successful delivery of this project?						
To what extent has the applicant outlined their succession plan and ensured the long-term sustainability of the project?						
To what extent has the applicant outlined how they will monitor their achievements and evaluate progress against their outcomes. How will the project report their performance to the community in an open and transparent way?						

Very Strong: The applicant has clearly evidenced that they are a robust and viable organisation with effective governance arrangements in place. **1 point** They have secured appropriate funding including long term projections. **1 point**. The group have all the skills, experience, knowledge in place to deliver their project and manage a building effectively including all the task and responsibilities associated with this. **2 points**. The group have the appropriate governance arrangements in place including being a fully functioning, constituted committee. **1 point** They have the appropriate standards, procedures, and policies in place. E.g., Human Resources policies and protocols, Data Protection, Health and Safety procedures including Risk Assessments, Children and Adult Protection processes and policies (where applicable). **1 point** The group have a clear plan with appropriate structures and policies in place to help ensure success in the longer-term including details of succession planning and sustainability for the future. **1 point** Examples of which include self- financing arrangements, environmental sustainability and promoting good governance. The group have effective committee terms and processes in place, including retention,

recruitment, and training for new members. 1 point The applicant has established processes in place to/ have clearly outlined how they will, monitor their achievements and evaluate progress against their outcomes **1 point** These are clearly linked to local and or national priorities, and use a variety of methods. This includes a well thought out approach to how they will report their performance to stakeholders and the wider community. **1 point**

Strong: The applicant has provided adequate evidence that they are a robust and viable organisation with effective governance arrangements in place. The applicant has secured funding including some long-term projections. The group have some of the skills, experience, knowledge in place to deliver their project and manage a building effectively including all the task and responsibilities associated with this. The group are a fully functioning, constituted committee. They have some of the appropriate standards, procedures, and or policies in place. E.g., Human Resources policies and protocols, Data Protection, Health and Safety procedures including Risk Assessments, Children and Adult Protection processes and policies (where applicable). The group have a plan with some of the appropriate structures and policies in place to help ensure success in the longer-term including details of succession planning and sustainability for the future. Examples of which include self- financing arrangements, environmental sustainability and promoting good governance. The group have committee terms and processes in place. The applicant has established a process for how they will, monitor their achievements and evaluate progress against their outcomes These are linked to local priorities and include reporting performance to stakeholders and the wider community.

Moderate: The applicant has provided some signs of being a robust and viable organisation with effective governance arrangements in place. The applicant has secured funding including with nominal long-term projections. The group have a few of the skills, experience, knowledge in place to deliver their project and manage a building. The group are a are constituted committee. They have a few procedures in place. E.g., Human Resources policies and protocols, Data Protection, Health and Safety procedures including Risk Assessments, Children and Adult Protection processes and policies (where applicable). The group have a plan with a few of the appropriate structures and policies in place to help ensure success in the medium term but have limited details of succession planning and sustainability for the future. The applicant has established a process for how they will evaluate progress against their outcomes These are linked to local priorities and include reporting performance to stakeholders and the wider community.

Weak: The applicant has provided no evidence of being a robust and viable organisation with effective governance arrangements in place. They have not secured funding or considered long-term projections. The group have very limited skills, experience, knowledge in place and none in managing a building. The group are a are constituted committee, however they have no formal procedures in place. E.g., Human Resources policies and protocols, Data Protection, Health and Safety procedures including Risk Assessments, Children and Adult Protection processes and policies (where applicable). The group do not have a firm plan to ensure success in the medium term or succession planning. The applicant has not established a clear process for how they will evaluate their project or report performance to stakeholders or the wider community.

Very Weak: The applicant has provided no evidence of being a robust and viable organisation with effective governance arrangements in place. They have not secured funding or considered long-term projections. The group does not have the skills, experience, knowledge in place to deliver their project and manage a building. The group are a not a constituted committee. They have no procedures either informal or formal in place. E.g., Human Resources policies and protocols, Data Protection, Health and Safety procedures including Risk Assessments, Children and Adult Protection processes and policies (where applicable). The group do not have a plan to ensure success in the medium term or sustainability for the future and have not considered it. The applicant has no process for, and not considered how they will evaluate their project or report performance to stakeholders or the wider community.

2.Community Benefits – Identified need, project outcomes, stakeholder and community engagement, and partnership working (where applicable).

Question	SCORE					Comments
	Very Strong 10	Strong 8	Moderate 5	Weak 2	Very Weak 0	
To what extent has the applicant demonstrated a clear need within the community for this project? Including engagement and robust statistical evidence.						
To what extent has the applicant identified the project outcomes, including community regeneration, tackling inequalities, improved health outcomes and economic impact? (Where applicable)						
To what extent has the applicant engaged and consulted with their stakeholders?						
To what extent has the applicant engaged with and secured support from the community?						
To what extent is the applicant able to demonstrate partnership working as part of this project? (If applicable)						

Very Strong: The applicant has clearly demonstrated the need for the project based on robust data, both local and national (1 point) and robust engagement with relevant communities and stakeholders and appropriate community groups have had their needs considered. (1 point) The applicant has clear and achievable outcomes based (1

point) on the identified need, including community regeneration, tackling inequalities, improved health outcomes and economic impact? (1 point) (Where applicable). The applicant has clearly outlined where they will impact on either the Fairer East Ren Outcomes, Locality Planning Outcomes and/or Equality Outcomes. (1 point) The project need is clearly based on comprehensive evidence identified through surveys and or extensive research. (1 point) Considerable support for the project has been secured from the community and included in the application. (1 point) The applicant demonstrates strong partnership working, where appropriate, which will enhance the outcomes for the community. Roles and responsibilities of the partners each are clearly defined. Considerable awareness of the potential impact of the transfer on others, and the barriers and challenges in achieving this have clearly been identified (1 point) with a plan to remove or mitigate where appropriate. (1 point) The applicant has provided comprehensive information on the anticipated social benefit and impact of the transfer and how this will be measured. (1 point)

Strong: The applicant has demonstrated the need for the project based on strong data, both local and national and engagement with relevant communities and stakeholders and appropriate community groups have had their needs considered. The applicant has achievable outcomes based on the identified need, including community regeneration, tackling inequalities, improved health outcomes and economic impact? (Where applicable). The applicant has shown where they will impact on either the Fairer East Ren Outcomes, Locality Planning Outcomes and/or Equality Outcomes. The project need is based on evidence identified through surveys and or research. Support for the project has been secured from the community and included in the application. The applicant demonstrates some partnership working, where appropriate, which will enhance the outcomes for the community. Roles and responsibilities of the partners are defined. Awareness of the potential impact of the transfer on others, and the barriers and challenges in achieving this have clearly been identified with a plan to remove or mitigate where appropriate. The applicant has provided adequate information on the anticipated social benefit and impact of the transfer and how this will be measured.

Moderate: The applicant has demonstrated limited need for the project based on strong data, both local and national and engagement with relevant communities and stakeholders and appropriate community groups have had their needs considered. The applicant has outlined minimal outcomes based on some areas of need, including community regeneration, tackling inequalities, improved health outcomes and economic impact? (Where applicable). The applicant has shown some evidence of where it will impact on either the Fairer East Ren Outcomes, Locality Planning Outcomes and/or Equality Outcomes. The project need is based on minimal evidence identified through surveys and or research. Minimal support for the project has been secured from the community and included in the application. The applicant demonstrates limited partnership working, where appropriate, and does not detail how this will enhance the outcomes for the community. Roles and responsibilities of the partners are not clearly defined. Insufficient awareness of the potential impact of the transfer on others, and the barriers and challenges in achieving this have clearly been identified with a no plan to remove or mitigate these. The applicant has provided minimal information on the anticipated social benefit and impact of the transfer and how this will be measured.

Weak: The applicant has demonstrated no/poor need for the project based on strong data, both local and national and engagement with relevant communities and stakeholders and appropriate community groups have had their needs considered. The applicant has outlined no/poor outcomes based on some areas of need, including community regeneration, tackling inequalities, improved health outcomes and economic impact? (Where applicable). The applicant has shown no/poor evidence of where it will impact on either the Fairer East Ren Outcomes, Locality Planning Outcomes and/or Equality Outcomes. The project need is based on no/poor evidence identified through surveys and or research. No/poor support for the project has been secured from the community and included in the application. The applicant demonstrates no/poor partnership working with roles and responsibilities of the partners not defined. No/poor awareness of the potential impact of the transfer on others, and the barriers and challenges in achieving this have not been identified or any plan to remove or mitigate these considered. The applicant has provided no information on the anticipated social benefit and impact of the transfer and how this will be measured.

Very Weak: The applicant has not demonstrated the need for the project; included any data, or carried out any engagement. The applicant has outlined no outcomes. The applicant has shown no evidence of where it will impact on either the Fairer East Ren Outcomes, Locality Planning Outcomes and/or Equality Outcomes. The project need has no evidence base and has not used surveys or research. No support for the project has been secured from the community. The applicant has no partnership working. No awareness of the potential impact of the transfer on others, or the barriers and challenges in achieving this have not been identified. The applicant has provided no information on the anticipated social benefit and impact of the transfer and how this will be measured

3. Impact on Community Plan Priorities – Which Community Plan priority will the project impact on and in what way will it have an impact?						
Question	SCORE					Comments
	Very Strong 10	Strong 8	Moderate 5	Weak 2	Very Weak 0	
To what extent does the project support the Community Plan priority “All children in East Renfrewshire experience a stable and secure childhood and succeed”?						
To what extent does the project support the Community Plan priority “East Renfrewshire residents are healthy and active and have the skills for learning, life and work”?						
To what extent does the project support the Community Plan priority “East Renfrewshire is a thriving, attractive and sustainable place for business and residents”?						
To what extent does the project support the Community Plan priority “East Renfrewshire residents are safe, and live in supportive communities”?						
To what extent does the project support the Community Plan priority “Older people and people with long term conditions in East Renfrewshire are valued; their voices heard, and they enjoy full and positive lives”?						

Very Strong: The applicant has provided detailed evidenced that their project links in to one or more of the Community Plan. **2 points** They have detailed how their project will achieve this in line with the Community Plan outcomes **1 point** and the intermediate outcomes which support these (including Fairer East Ren

and Locality Planning Outcomes). **1 point** The applicant has considered the range of critical activities **2 points** and measures **2 points** associated with the Community Plan and demonstrates how their project can contribute to these. **2 points**

Strong: The applicant has provided satisfactory evidence that their project links in to one or more of the Community Plan priorities. They have shown how their project will achieve this in line with the Community Plan outcomes and the intermediate outcomes which support these (including Fairer East Ren and Locality Planning Outcomes). The applicant has considered some of the critical activities and measures associated with the Community Plan and demonstrates how their project can contribute to these.

Moderate: The applicant has provided limited evidence that their project links to the Community Plan priorities. They have made a minimal attempt to show how their project will achieve this in line with the Community Plan outcomes but made minimal connections to the intermediate outcomes which support these (including Fairer East Ren and Locality Planning Outcomes). The applicant has considered some of the critical activities and measures associated with the Community Plan and but provided a limited demonstration of how their project can contribute to these.

Weak: The applicant has provided little or no evidence that their project links to the Community Plan priorities. They have not demonstrated how their project will achieve this in line with the Community Plan outcomes with minimal connections to the intermediate outcomes which support these (including Fairer East Ren and Locality Planning Outcomes). The applicant has not considered the critical activities and measures associated with the Community Plan or demonstrated how their project can contribute to these.

Very Weak: The applicant has provided no evidence or understanding that their project links to the Community Plan priorities. They have not demonstrated how their project will achieve this in line with the Community Plan outcomes with no connections to the intermediate outcomes which support these (including Fairer East Ren and Locality Planning Outcomes). The applicant has not considered the critical activities and measures associated with the Community Plan and or demonstrated how their project can contribute to these.

Financial Information- Includes fundraising, financial planning and management

(Please include any clarification of funding as part of the application stage together with a business plan projection)

Question	SCORE				
	Very Strong 10	Strong 8	Moderate 5	Weak 2	Very Weak 0
To what extent has the applicant understood and identified all the relevant costs associated with the transfer and or redevelopment of the asset?					
To what extent has the applicant understood and identified appropriate and realistic sources of funding for the transfer and or redevelopment of the asset?					
To what extent has the applicant understood and identified all relevant maintenance and running costs associated with this project? E.g., Common repair charges and adequate repairs and renewal forecast.					
To what extent has the applicant evidenced appropriate income streams/funding to ensure these costs can be covered including establishing reserves where appropriate? Have they included a business plan showing a minimum of 5-year projection?					

Very Strong: The applicant has provided clear evidence showing that sufficient financial resources are/will be in place by the time of the transfer and or redevelopment of the asset. **2 points** This clearly takes account of all the relevant costs associated including maintenance costs, running repairs and any common costs. **2 point** The applicant has shown robust resource planning for medium/long term sustainability. **1 point** This includes detailed, realistic, and achievable income and expenditure, a robust business plan and cash flow forecast provided along with a comprehensive contingency plan. **1 point** The application and supporting documentation clearly explain how their current and future resources are part of a medium to long term project plan (5-10 years). **2 points** Where appropriate this includes the numbers of, and detailed costs associated with employees or volunteers and the financial maintenance of any other project assets. Adequate consideration and provision has been outlined, including all ongoing maintenance obligations, common repair charges, and planned and reactive maintenance changes. **2 points** This is an average of ***% of the asset value.

Strong: The applicant has provided sufficient evidence showing that financial resources are/will be in place by the time of the transfer and or redevelopment of the asset. This takes account of all the relevant costs associated including maintenance costs, running repairs and any common costs. The applicant has shown resource planning for medium/long term sustainability. This includes realistic and achievable income and expenditure, a thorough business plan and cash flow forecast provided along with a comprehensive contingency plan. The application and supporting documentation explain how their current and future resources are part of a medium to long term project plan (5-10 years). Where appropriate this includes the numbers of, and detailed costs associated with employees or volunteers and the financial maintenance of any other project assets. Consideration and provision have been outlined, including ongoing maintenance obligations including common repair charges and planned and reactive maintenance changes.

Moderate: The applicant has provided some evidence showing that financial resources will be in place but not all by the time of the transfer and or redevelopment of the asset. There is limited account taken of all the relevant costs associated including maintenance costs, running repairs and any common costs. The applicant has shown resource planning for medium/long term sustainability. There is limited achievable income and expenditure information, and no business plan with cash flow forecast or contingency plan. The application and supporting documentation do not show how their current and future resources are part of a medium to long term project plan (5-10 years). There is no reference to costs associated with employees or volunteers and the financial maintenance of any other project assets. Consideration and provision have not been outlined, in relation to maintenance obligations including common repair charges and planned and reactive maintenance changes.

Weak: The applicant has provided insufficient evidence that financial resources are in place or likely to be by the time of the transfer and or redevelopment of the asset. There is no account taken of all the relevant costs associated including maintenance costs, running repairs and any common costs. The applicant has not shown resource planning for medium/long term sustainability. There is no income and expenditure information, and no business plan with cash flow forecast or contingency plan. The application and supporting documentation do not show how their current and future resources are part of a medium to long term project plan (5-10 years). There is no reference to costs associated with employees or volunteers and the financial maintenance of any other project assets. Consideration and provision have not been outlined, in relation to maintenance obligations including common repair charges and planned and reactive maintenance changes.

Very Weak: The applicant has provided no evidence that financial resources are in place or likely to be by the time of the transfer and or redevelopment of the asset. There is no information about relevant costs associated including maintenance costs, running repairs and any common costs. The applicant has not shown resource planning for medium/long term sustainability. There is no income and expenditure information, no business plan, cash flow forecast or contingency plan. The application has no supporting documentation, future resource, employee or volunteers' costs and financial maintenance information. There is no information on maintenance obligations including common repair charges and planned and reactive maintenance changes.

Financial Discount – The key purpose of CAT under the Community Empowerment (Scotland) Act is to support eligible bodies to take on the ownership/lease/use of public assets from relevant authorities at less than market value.

Question	SCORE					Comments
	Very Strong 10	Strong 8	Moderate 5	Weak 2	Very Weak 0	
To what extent has the applicant demonstrated that the community benefits associated with this project justify the discount that they are seeking?						

Very Strong: Applicant has proposed acceptable terms, with prices reflecting Market/Fair Value. (score would reflect acceptable terms; for example – the right timescale for being able to complete the sale or lease and funds are already in place) the proposal has a cost saving, does not impact on council direct delivery or service and there are no restrictions on the asset transfer

Strong: Applicant has proposed terms, with prices reflecting Market/Fair Value. The proposal is cost neutral to the council, it does not impact on council direct delivery of services and there are no restrictions on the asset transfer.

Moderate: Applicant has proposed terms, with prices well below Market/Fair Value. The proposals presents difficulties on the council in terms of one or two of the following – direct cost, council direct delivery of services and or restrictions on the assets transfer.

Weak: Applicant has failed to propose terms or prices. The proposals presents difficulties to the council in terms of cost, council direct deliver of services and restrictions on the asset transfer.

Very Weak: Applicant unsure of securing funding to afford costs. Unlikely to proceed because of ownership restrictions on the asset this would prevent a transfer of responsibility or ownership to another organisation.