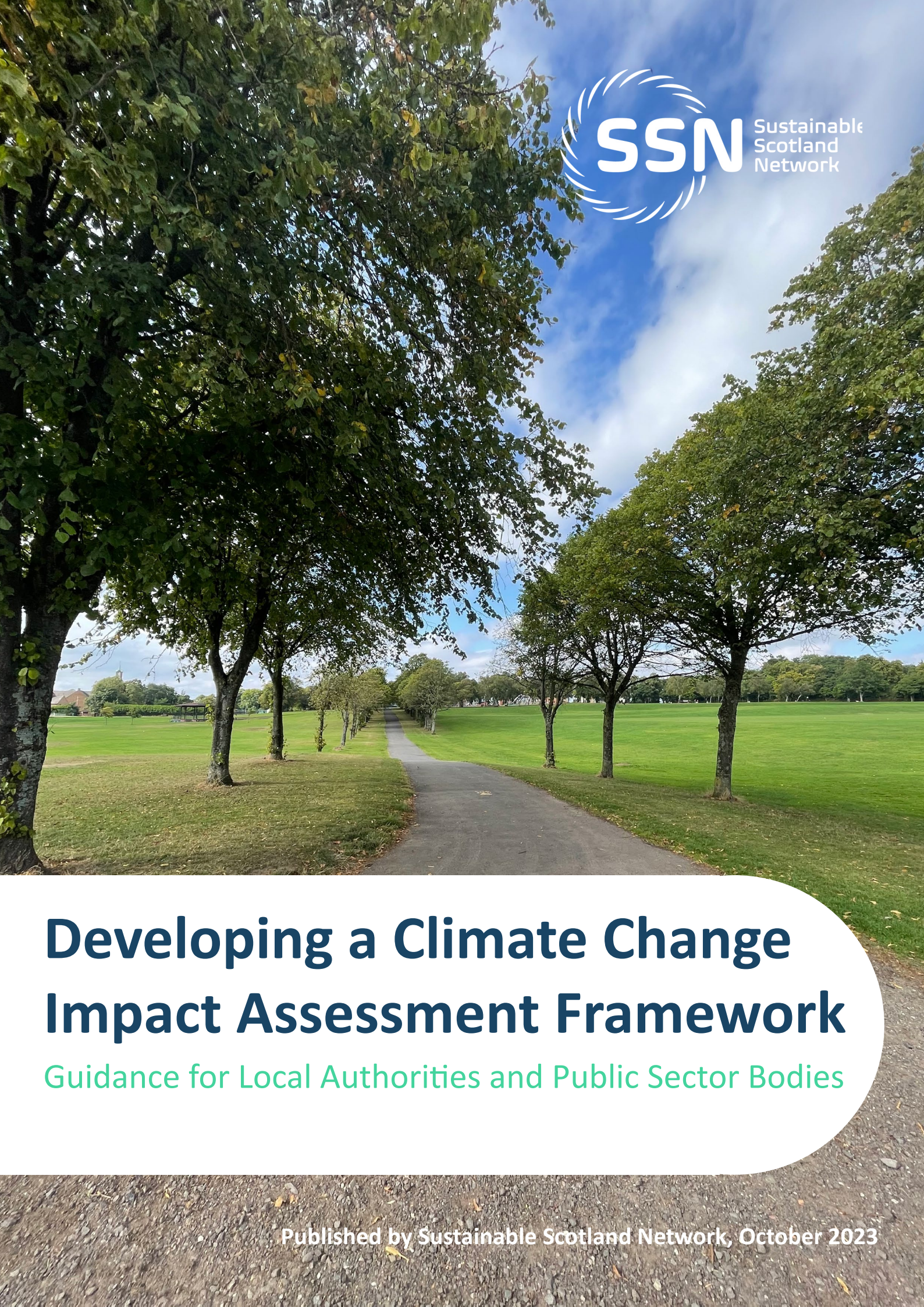

Developing a Climate Change Impact Assessment Framework

Guidance for Local Authorities and Public Sector Bodies

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Introduction

About the guidance and acknowledgements

This document is intended as a practical guide for local authorities and other public bodies developing and implementing a Climate Change Impact Assessment process. It should provide value to those starting with a blank piece of paper, but also provide useful context on progress made and advice on continual improvement for those who already have a process in place.

This guidance was developed through a Sustainable Scotland Network (SSN) Climate Change Impact Assessment Task and Finish Group. In the spirit of sharing knowledge, experience and best practice, the findings within this report are the result of collaboration between many climate change and sustainability practitioners from across the SSN's membership who kindly volunteered their time to participate in its writing.

The group was chaired by Sam Ibbott (Climate Change Officer, East Renfrewshire Council) and had further support provided by the Improvement Service.

Importantly, this document is not static. It is based on current experience but is understood that many public bodies are at an early stage of developing and implementing climate change impact assessments. As the body of evidence grows as to what works, what doesn't and what requires greater collaborative thinking, this document will evolve to meet updated needs.

If you have any thoughts on the content of this document, or ideas for useful additions to future iterations, we would be very pleased to hear from you. In the first instance, please contact ssn@ed.ac.uk.

Part 1

Why introduce a Climate Change Impact Assessment (CCIA)?

a. Policy Drivers and Good Practice

Introducing a Climate Change Impact Assessment (CCIA) within your decision-making processes is not statutory. However, it can provide real value in determining the way your decisions impact the climate, positively as well as negatively. Where a public body has, for example, declared a Climate Emergency or set a target date by which to be carbon net zero, this tool is a way of putting those commitment principles into practice.

Further, it can be used to meet related requirements which *are* statutory, or principles to which public bodies are to be held accountable. For example:

- The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 was updated in 2022 to require that public bodies include in their annual climate change reports "*how the body will align its spending plans and use of resources with emissions targets*".
- Audit Scotland wrote to all public bodies in March 2022 to confirm their expectation that public bodies ensure all future funding and investment decisions are based on their contribution to climate change ambitions. You can find further detail on this on the Audit Scotland website, HERE.

Although it is not to argue that introducing a CCIA in isolation will meet these requirements in their entirety, it is a demonstrable foundational step.

CCIA aims

It is acknowledged that a CCIA cannot, and is not intended to be, one size fits all. This guidance document is just that – guidance, based on current practice observed in Scottish public bodies. It is not proscriptive, but aims to:

- → set out things to consider or questions to ask yourself when introducing a CCIA into your decision-making frameworks;
- → show how you can achieve better value outputs;
- → address some of the hurdles you will likely face, and;
- → propose solutions to overcome these hurdles.

It is understood that you will need to develop a CCIA process that works for your own circumstances, level of resource, and the individual governance structures that exist within your organisation.

Across Scotland, public bodies will be at various stages on their net zero journey and see differing levels of internal political or organisational prioritisation. The maturity spectrum in the next section will help you to make a sense of where you are, and where you can look to make improvements over time.

b. What is the purpose of a CCIA?

The purpose of the CCIA is to ensure that the climate impact of key decisions is visible and understood at the point that the decision is being made. It does not in itself exist to stop projects from progressing, but it removes the potential for decisions to be made in ignorance of their climate impacts. The CCIA process exists to shine a light, gather appropriate evidence, and help deliver improved outcomes. Particularly in the case of local authorities, the final decision on whether a project should proceed will typically rest with Elected Members.

Importantly, it is a framework which can be adapted to assess the wider environmental impacts of a proposal. The impacts on biodiversity, the natural environment, and future adaptation needs for example can be considered as part of the CCIA.

This process will raise awareness of climate change within your organisation and can be used to promote climate change issues to senior decision-makers and colleagues within service teams.

By extension, it introduces a new way of thinking. By considering wider impacts beyond financial implications, the CCIA acts as a prompt for all staff to reflect on the climate impact of their proposals, consider more climate aware alternative approaches, or take remedial action where necessary.

The Public Bodies Reporting Duties place a requirement to outline how an organisation is aligning its spending to carbon reduction. The CCIA goes some way to demonstrating this alignment by demonstrating that climate is one of the key factors being considered at the

point a proposal is being decided upon. If the CCIA is built into the earlier stages of this process (for example, from the options appraisal stage) then the ability to demonstrate alignment between spending and carbon reduction commitments can be even further enhanced.

c. What will the CCIA achieve if implemented properly?

At a practical level it will ensure that an understanding of climate impacts is embedded into organisational decision-making processes to shape and deliver better outcomes. But beyond this, it is there to help an evolution in organisational culture – to ensure key colleagues understand the ramifications of their decisions, and that climate impacts are taken into consideration as a matter of course.

In doing so, however, the CCIA process does not always need to accurately predict future carbon impacts – it is there to achieve:

- An assessment of the climate impact of a decision, positive or negative. Where necessary, it is acceptable for this impact to be based on best professional judgement available at the time. In many cases a proposal can be assessed and be known to be 'right', even if it can't be quantified – not being able to quantify something with hard numbers does not mean an assessment shouldn't happen
- Constructive dialogue with colleagues about what can be done to further improve any benefits of a proposal;
- The mitigation of any negative impacts through constructive dialogue.

Part 2

Process Overview - Key Principles and the Maturity Spectrum

a. Key principles

Below are the key principles for introducing a CCIA process which are fleshed out more fully throughout the guidance.

- Carry out the CCIA as early as possible to ensure climate impacts and emissions reduction are a key consideration any project or proposal. If you only undertake a CCIA toward the end of the decision-making process it will only record whether a proposal is good or bad. The opportunity to influence the decision will likely have been missed. The ideal end point is to undertake a CCIA early enough that you can ask "*what would a good climate outcome look like*?" and shape a proposal accordingly.

- You may not have all the information available at the earliest stages, but an iterative approach can be taken with further CCIAs taking place as the proposal develops. Recording assumptions being made with each CCIA will help when you revisit the proposal later.

- The CCIA process is a team effort and should not be the preserve or responsibility of an individual officer who happens to have 'climate' or 'sustainability' in their job title. Embedding climate considerations in an organisation's DNA is everyone's responsibility. However, the climate change specialist will help shape thinking on how the CCIA is applied within the organisation.

- There needs to be an accountability process to ensure CCIAs are being carried out, and to the correct standard. At senior leadership level there needs to be clear communication on the necessity of completing CCIAs. At an operational level, someone – most typically the team responsible for reporting climate change impacts – should be responsible for checking CCIAs are being completed properly, avoiding the process slipping into a tick box exercise.

- CCIAs should exist to capture positive climate actions and be a platform for their promotion. There can be a tendency to focus on the potentially negative outcomes of project proposals, and whilst the CCIA should act as a backstop for this it is important that it does not become the sole basis for discussions with colleagues.

- There is no one size fits all approach, and you should develop a CCIA process that is proportionate for your organisation within this context. Doing *something* to acknowledge climate impacts is always better than doing nothing, even if the results are not directly quantifiable with data. Qualitative 'best professional judgement' can be acceptable and should still be encouraged where data is not available or of poor quality.

- Don't be overly concerned if your situation doesn't allow a 'gold standard' approach to CCIAs right from the start. You will see more success in adopting an approach which is evolutionary, not revolutionary. Wholesale process and culture change within an organisation will not happen overnight.

b. The Maturity Spectrum

The maturity spectrum is a useful guide which sets out the different stages your organisation may be at on your CCIA 'journey'. This can be helpful to contextualise progress made and prioritise where you might choose to focus future effort.

There are many external factors that will determine when or how you might progress across the spectrum – some of which may be within your control, and some which may not. Whilst you can learn from the experience of other public bodies who are further down the line you should not judge your progress against theirs. It is your journey.

The following table sets out a high-level overview of what that journey might look like across various areas within your organisation. As you read through the guidance document this table will be referenced to provide greater detail, and to help you better interpret what progress looks like in practice across each of the categories.

	Foundation	Intermediate	Established
People	• Limited climate literacy across the organisation • Small team of climate practitioners relative to organisation size	• Climate literacy being established across organisation • Sufficient team of climate practitioners relative to organisation size	• Climate literacy embedded across organisation • CCIA able to be carried out effectively by climate practitioners across the organisation.
Process	• Manual assessment, based on limited data or individual judgement • Project being assessed at early stage or limited in its scope/scale in relation to emissions. • Only 'core' categories assessed as part of CCIA.	• Assessment using carbon management data or evidence-based assessment completed by climate practitioners • Project being assessed has sufficient detail on which to base an assessment. • Broader range of categories included in assessment to capture wider environmental impacts of proposal.	• Assessment using detailed modelling or carbon accounting assessment • Project being assessed has good, estimated data on which to base an assessment • CCIA followed up once project has been implemented to assess whether assumptions made match reality of project delivered. • CCIA linked to other required assessments to create an Integrated Impact Assessment (optional).
Technology	• Manual or paper-based systems commonly used	• Some tools available to support digital assessment (MS Excel, Power BI)	• End-to-end digital process for recording and assessing
Organisational culture	• Limited commitment to CCIA across the organisation	• Clear commitment to CCIA across the organisation with support for process from Executive Management	• CCIA integral part of decision-making within organisation

Part 3

How to develop and implement a Climate Change Impact Assessment

- **Step 1: Setting up a CCIA process**
- **Step 2: How to design and complete an accessible CCIA questionnaire**
- **Step 3: How to assess a completed questionnaire and next steps**

Step 1:

Setting up a CCIA process

Topics covered in Step 1:

a. What should the scope of a CCIA be?

b. Who should be involved in undertaking a CCIA?

c. When should a CCIA be completed? What is the triggerpoint?

d. Embedding a CCIA in your governance processes and maximising

e. How do you get colleagues engaged?

f. Who assesses the CCIA?

g. Linking the CCIA to other assessments

a. What should the scope of a CCIA be?

In the case of local authorities, it is estimated only 2-5% of emissions in the council's geographic area are generated from the council's own buildings and operations. However, the council plays a central to role in shaping emissions within their area, and enabling the choices residents are able to make – most notably around development and transportation. For this reason, it is recommended that decisions which effect area-wide emissions are also captured by the CCIA process.

It is recommended the following categories are considered as a minimum for assessment in your CCIA process:

- Buildings/construction (e.g. the embodied carbon emitted during the construction of a building, including the transportation, installation and disposal of old supplies and materials).
- Energy source, use and consumption (e.g. electricity and gas)
- Transportation/fleet (e.g. fuel for vehicles)
- Waste/resource management
- Any change in land use
- Impacts on biodiversity (e.g. tree felling or planting, peatland respiration)
- Any proposal to significantly change existing operational activities, or a reorganisation of a service (e.g. longer working hours, increased footfall in or travelling to a premises)

The CCIA does not always operate in isolation, and it is possible for climate impacts outwith the council's (or public body's) operations to be informed by other existing processes. For example, the climate impacts of planning decisions may be covered by the National Planning Framework, or any Local Development Plans. However, when it comes to individual projects or proposals, these do not replace the CCIA process which should continue to be a requirement as part of the decision making on how to proceed.

It is also possible – and some public bodies are doing so – to include wider aspects into the assessment. Examples include considering social, economic, or wellbeing factors[1]. It should be noted that in doing so, the level resource required, and the time required to complete the CCIA will both increase, making the process more complex for the people completing the assessment.

Climate Change Committee, Local Authorities and the Sixth Carbon Budget (December 2020)

b. Who should be involved in undertaking a CCIA?

It is important that the CCIA process is not, and should not be perceived to be, the role or responsibility of an individual member of staff simply because they have 'climate' or 'sustainability' in their job title.

Due to their proximity to the detail, a successful CCIA process requires the collective involvement of all colleagues directly involved in developing a project or proposal as they will be better placed to consider the impacts or potential alternative approaches.

However, there is a role for a climate specialist, if the organisation has one, to provide guidance in shaping the proposal within the wider context of any carbon reduction ambitions.

c. When should a CCIA be completed? What is the trigger point?

The earlier in the decision-making process a CCIA can be included, the better. Considering carbon impacts earlier in the conception of a project allows for potentially greater carbon savings – compared to considering the impact only after key decisions have already taken place.

Depending on the level of available resource, it is not always an easy or obvious balance between capturing 'enough', without becoming overly burdensome for both the officers

1 Maturity spectrum, Process, Established

filling in the CCIA questionnaires and the officers which have to assess the responses – but this should not be used as a justification for inaction.

For councils and other public bodies, a CCIA should, at a minimum, be undertaken every time a proposal requires a decision that will be made on the public record. However, a modified version of the CCIA questionnaire can also be included in other settings within the organisation. For example, any capital project proposal and assessment process; the procurement strategy process; or a grant-giving project pipeline for example.

For larger or longer-term projects you may also consider an iterative process. A project may have a first, very early CCIA on the principles of the proposal at a stage where officers are considering options – but then a later re-appraisal assessment at the point at which greater detail is known and a firmer decision on the project is to be taken.

You may choose to have multiple points at which to re-assess climate impacts. Depending on the decision-making processes in your organisation or size of the project, useful trigger points in this instance might be when an Outline Business Case is developed, and then again when proposing a Full Business Case at a later stage[2]. The key point is to ensure that at each point a CCIA takes place, assumptions that formed the basis of the assessment are recorded as these will be the starting point for any further CCIA discussions down the line.

The benefit of this approach is continual constructive dialogue with colleagues at stages where there is the greatest ability to influence and shape a proposal.

To be comprehensive, you may wish to require a CCIA screening every time *any* money is spent. This ensures all projects are captured and broadens the potential to capture climate impact without restricting the focus to more 'obvious' areas such as buildings or energy use. Though it is accepted that this be more resource intensive, it will start to make a positive impact on the body's supply chain, which usually accounts for the largest portion of an organisation's carbon footprint.

One way to mitigate being overly burdensome in this context is to have a much higher-level initial screening stage to determine whether a more detailed climate impact assessment is required. This idea is explored further in 'Chapter 2: How to design and complete an accessible CCIA questionnaire'.

d. Embedding a CCIA in your governance processes and maximising uptake

The best outcome is that a CCIA is utilised both through your organisation's formal decision-making processes and to inform and shape early-stage discussions on project proposals.

To achieve this, you should work with colleagues to introduce the CCIA into any pre-existing discussion or agreement forums which exist within your organisation. This may be capital project appraisal forums or project pipeline groups, for example.

By extension, you should look to integrate the CCIA into your procurement processes to ensure that there is a link between what your organisation purchases and your journey

2 http://fivecasemodel.co.uk/building-blocks/

toward net zero. This can have a particularly important role to play if you measure your supply chain emissions (which is the likely direction of travel for all public bodies) and usually the largest emission source. It can also help contribute to meeting the requirements under the Sustainable Procurement Duty. Your procurement team will likely already have some process in place to measure sustainability in tenders. A dialogue can take place on how best to integrate CCIA thinking into the process to put out better climate-aware tenders in the first instance, and ensure it is given greater weighting when assessing the quotes received.

Depending on your internal processes, it is recommended that you add a new section to the template of all papers which require a decision which *must* include a short overview of the outcome of the CCIA process. This section can also be used to highlight any proposed mitigation action to be taken as a result of the CCIA. This empowers decision makers – or Elected Members in the case of local authorities – to better understand and challenge any climate impacts of a proposal, and rightly recognise any positive climate contributions proposed.

It is recommended that the CCIA responsible officer or team follow up at a later date to see if the assumed impacts in the CCIA have been realised. A timeline for follow up should be part of the CCIA process and the follow up should check to see if the assumptions made match the real-world outcome[3].

In some instances, this may be easier to monitor – for example, have trees been replaced elsewhere that were cut down to make way for new infrastructure? In other situations, it may require more technical or data-led monitoring – for example, comparing energy use or emissions data against projections at the design stage.

For clarity, the CCIA process is not there to replace a required, more in-depth Strategic Environmental Assessment (SEA) for larger projects – but it may help better highlight when a full SEA is required. You can find guidance on the requirement for an SEA on the Scottish Government's website.

e. How do you get colleagues engaged?

In one sense, implementing a CCIA into your organisation's formal decision-making processes, as described above, will automatically engage operational colleagues. However, explaining the positive, mutually beneficial benefits of engaging with the CCIA process will see better results. It is much better to do it *with* colleagues, rather than *to* them.

The experience of public bodies who have already introduced some form of CCIA shows that in the early stages of introducing the CCIA process much of the heavy lifting will fall on the climate change or sustainability team to put the necessary CCIA framework in place.

However, the intention should be to empower colleagues to take greater ownership and build their understanding of climate impacts. The CCIA process can be an 'excuse' to contact and positively engage colleagues on climate change issues, to help change mind-sets and raise climate awareness as more generally.

3 Maturity spectrum, Process, Intermediate

In a practical sense, this will free up time for the team which has to manage the CCIA process and assess any completed questionnaires. But, more importantly, it will see a shift away from climate change being the sole responsibility of the climate/sustainability team within your organisation. It changes the culture to being everyone's responsibility. The climate change team's role should be to engage and support colleagues, but the end goal should be self-sufficiency.

As climate considerations become more embedded, it can be expected that the process will become easier and quicker. As colleagues get a better feel for what is being asked of them, and what will likely be picked up on through the CCIA process, you will see colleagues pre-empting the climate questions and higher quality proposals being submitted in the first place.

➔ Carbon Literacy Training

In many public bodies, accounting for climate change within decision making processes across the organisation will be a new requirement. Whereas previously this may not have been considered at all or have been the preserve of the sustainability team or similar, the CCIA is now making it everybody's responsibility.

In asking colleagues to consider climate change or carbon reduction in their projects it is very likely that some additional support will be required. For some, it will be intimidating, and they will feel unease at being perceived as accountable for a policy area on which they may not feel qualified to comment. Expectations should be managed, and organisational change may not be immediate.

However, it is also only fair in this context to upskill staff sufficiently. Carbon Literacy training is an excellent way of introducing what climate change is, the key concepts, and what organisations can do to support the transition to a low carbon economy. It sets the broader context for 'why this matters'[4].

The Carbon Literacy Project is a useful resource for finding appropriate training courses, and you can find further information HERE. There are a range of courses that can be tailored to your organisational needs – from self-taught e-modules, to bespoke in-person training, to online group training. Courses can also be tailored for specific groups of individuals within an organisation – for example, Senior Leaders or Elected Members.

Where available, you should further encourage colleagues from individual services/sectors/disciplines to attend tailored climate change CPD courses from their respective trade or professional body. This will increase the knowledge base across the organisation and continue to shift responsibility away from the central climate change or sustainability team towards a position of more collective responsibility.

4 Maturity spectrum, People, Intermediate and Established

➔ Consistent leadership and regular communication

Consistent leadership and re-enforcement of the message from senior leaders that lowering emissions is an organisational priority is a vital tool in re-affirming to colleagues the expectation that climate impacts will be accounted for.

A single email explaining the introduction of a CCIA in the organisation's decision-making processes will not be sufficient to deliver the necessary organisational and cultural change. It is said that people need to see a message at least seven times before it starts to sink in.

Most organisations will have an internal communications function, and you should work with them to roll out an ongoing communications campaign. In addition to bespoke emails, this could include utilising any internal newsletters, regular communications from Chief Executive or senior leaders, or providing relevant information on any intranet you may have.

➔ Regular dialogue between operational colleagues and the climate or sustainability team

In the early stages of implementing a CCIA, you can expect many questions from colleagues on how they should answer questions, and what should or shouldn't be included.

A degree of 'hand-holding' is to be expected. However, as colleagues use the CCIA over time they will become accustomed to what is expected from it and what they are likely to be picked up on. Project proposals will account for the CCIA before it even takes place as climate change is embedded within the organisation's DNA. As this happens, much less supporting resource will be required.

Collectively, the purpose here is to improve the understanding of climate change across the organisation, and to take colleagues with you on a journey. Regular dialogue will start to shift mind-sets, and help colleagues feel both supported and empowered. This is an important factor in achieving longer term systemic and cultural change within the organisation.

f. Who assesses the CCIA?

You should designate an officer or team who is responsible for collating and assessing the CCIA questionnaire process. This is usually the climate change or sustainability team. Senior managers who are sponsoring or approving proposals to be put forward for decision can act as a further backstop for ensuring impact assessments have been completed in line with the CCIA requirements.

Ideally, as the process becomes more embedded in your organisation, climate impacts will already have been considered at a much earlier stage of a proposal. However, when a CCIA questionnaire is received the assessor should discuss the project with the person leading the proposal.

This should include a probing discussion on what mitigation measures have been or could be taken (and at what cost), or how positive actions can be improved further. Importantly, you want project leads to feel ownership of the project's climate impacts and empowered to act. Using the CCIA as a tool to devolve this responsibility away from the climate or sustainability team over time will help to embed an organisational wide culture change.

To assist with the discussion between project lead and assessor, it is helpful for the assessor to have at least a rudimentary knowledge of how a project could be improved or be able to provide guidance on where the project team could research further – even if only at a high level. Being able to provide some sector-specific signposting and/or case studies to non-climate colleagues of how their service connects to climate change will pay dividends.

As above, it is anticipated that this process will get easier and quicker as time goes on and colleagues become more comfortable with the questions asked in the CCIA; have a better sense of what is expected of them; and be able to pre-empt the areas the assessor is likely to probe.

The majority of CCIAs are likely to include input from the energy and/or property management teams as these are most often the largest emission sources. So, engaging them in the preparatory stages of introducing a CCIA is to be encouraged[1].

More detailed information on how to assess a completed CCIA questionnaire is in the third section of this guidance.

g. Linking the CCIA to other assessments

Although lying beyond the scope of this guidance, and by no means essential to the CCIA process, it is worth noting that some public bodies may choose to integrate and streamline a variety of environmental impacts to meet public bodies' statutory obligations. Examples of other policies or assessments into a singular document – also known as an Integrated Impact Assessment (IIA).

The IIA process can cover a wider scope and assess social and economic impacts in addition to impacts assessments the CCIA could be linked to include:

- Equalities and Fairer Scotland Duty, or Equalities Impact Assessment
- Children's Rights and Wellbeing
- Health Inequalities Impact Assessment
- Town Centres First

As an example, City of Edinburgh Council using an Integrated Assessment process, and further information can be found on their website here: https://www.edinburgh.gov.uk/impactassessments.

5 Maturity spectrum, People, Established

Step 2:

How to design and complete an accessible CCIA

Topics covered in Step 2:

- a. What should you assess in your CCIA?
- b. How should you assess your chosen criteria?
- c. What metrics can you use for grading climate impact?
- d. What platform should you use?
- e. How can you help colleagues to improve their project proposal?

There are many factors that will determine what you might choose to assess in your CCIA, how you assess your chosen criteria, and at what stage during your decision-making process the CCIA is being undertaken.

When designing a CCIA questionnaire or template, a useful starting point is to look at what other existing templates your organisation already uses. For example, you may already undertake Equalities Impact Assessments or similar. It is helpful to use these as the basis for the introduction of a new CCIA process if possible. Staying consistent and in keeping with an existing 'house style' with which colleagues are already familiar will help embed the new CCIA process more quickly.

a. What should you assess in your CCIA?

There are several categories that are considered as 'core' to ensure your CCIA captures sufficient detail to provide value within your decision-making processes.[1]

These core categories, as they relate to climate mitigation and adaptation, are:

- Construction work (e.g. buildings)
- Energy use and consumption (electricity and gas)
- Transportation and organisation's fleet
- Waste and resource management
- Any change in land use, or impacts on biodiversity

1 Maturity spectrum, Process, Foundation

Beyond this there are a wider number of categories or co-benefits you may wish to consider adding into your CCIA[5]. Whilst not an exhaustive list, this may include categories such as:

- Air quality
- Water usage and/or water quality (inland and oceanic)
- Soil quality or contaminated land
- Social indicators (e.g. fuel poverty, equalities, health, noise pollution)
- Community engagement
- Increase in skills or knowledge sharing

b. How should you assess your chosen criteria?

The key here is to understand what it is you are trying to get out of the questions you ask. In essence, you are trying to get a sense of whether the decision to be taken will have a positive or negative impact on a selected category, and to what do degree.

There is no defined methodology for achieving this, and the level of resource availability or the degree of climate knowledge embedded within the organisation may determine the approach taken[6].

In general, the more detail you can gather on the proposal the better the assessment you are able to make and the more value you will achieve from the CCIA – but any assessment is better than no assessment at all.

There will be times when a high level one stage screening will suffice, particularly if you are doing an early stage CCIA on a project's principles and intend to undertake a further CCIA later in a project's development as greater detail emerges. However, a two-stage process is encouraged to ensure sufficient detail is captured to provide value to the decision-making process.

➲ One stage process

A simple open text box to subjectively describe the expected climate/ emissions impacts on your chosen categories, and any steps taken to mitigate likely negative impacts. A summary can be included in any reports for decision or added in full as an annex.

➲ Two stage process

- **Stage 1**

A high-level quick screening assessment of whether the project officer believes the chosen categories will be affected, positively or negatively.

Given the lack of detail required from respondents at this stage, the list of questions can be longer to capture a greater number of categories without becoming overly burdensome. Whilst it is the case that not all categories will be relevant to each project, the longer list of questions will capture a broader range of projects, and act as a useful mental prompt to colleagues

6 Maturity spectrum – being at Intermediate or Established levels within the People and Organisational Culture will enable you to work with colleagues to include more detailed metrics for assessments of the categories you have chosen to include in your CCIAs.

as part of longer-term culture change within the organisation.

A list of example questions you might consider in the high-level screening is shown below. This list is by no means exhaustive, and can be tailored to meet your needs:

- Will the proposal require any construction work to be undertaken?
- Will the proposal change the way gas is used to heat buildings?
- Will the proposal change (increase or decrease) the way electricity is used?
- Will the proposal change the way water is consumed?
- Will the proposal have any impact on the natural environment or biodiversity (for example, the felling/planting of trees, wild meadows, peatland, or soil quality)?
- Will the proposal see any changes to the way people move around, or the way vehicles are powered?

At this stage, a high level yes, no or unsure is sufficient. Remember, you are looking to capture any potential positive impacts, not just identify any negative implications.

- **Stage 2**

Only for categories in stage 1 that were deemed to be affected by the proposed project is a more in-depth stage 2 assessment required. The purpose of stage 2 is to grade the degree of impact (positive or negative) on those criteria identified as being affected in stage 1.

It can be helpful for colleagues to undertake stage 2 assessments in conjunction with your organisation's Climate Change Officer or equivalent if you have one[7]. This can lessen the burden on the responsible project officer; provide them with some re-assurance on an area which may be outwith their area of expertise; and be more conducive to working through how any potentially negative impacts could be mitigated.

Further, in having this dialogue, you may also identify other areas that were missed or not fully appreciated in the stage 1 screening.

There will often be a trade-off between the level of resource and the level of expected knowledge within the climate or sustainability team and the non-climate specialist officers in project delivery teams. Ultimately, the greater the level of (sector-specific) climate awareness among project teams, the more fruitful you will find stage 2 discussions. It will naturally become more of a two-way collaborative dialogue, rather than a non-specialist colleague asking the Climate Change Officer to tell them what to do[8].

7 Maturity spectrum, People, Foundation and Intermediate

8 Maturity spectrum, People, Intermediate to Established

c. What metrics can you use for grading climate impact?

At its simplest, you want to have a method for determining whether the proposal will have a high, medium or low (positive/negative) impact on any category which has been identified to be impacted.

This can be based on nothing more than the best professional judgement of the officer completing the CCIA if that is all existing resource allows, but this is likely to lead to inconsistencies and is not recommended.

A more detailed approach is to have a consistent series of generic set questions the officer should consider against each of the categories identified as being affected by the proposal.

The purpose is to encourage the lead officer to stop and think about their project within the newly required context of emissions reduction.

You can keep these simple and the same across each category, or a better approach is to work with expert colleagues across departments to agree a set of questions and more defined benchmarking criteria. In developing these questions and benchmarks collaboratively, you will get greater buy-in, and there will be a greater sense of 'fairness' in what is being asked of project officers as the judging criteria has not been imposed unilaterally.

Example questions could include:

- Are you able to estimate the emissions reduction/increase in tCO2e?
- Are you able to explain what steps you have taken to minimise any negative impacts identified (for example, increased emissions)?
- Will any steps be taken/have any steps been taken to capture emissions related to the proposal (e.g. tree planting/peat restoration); or reduce them elsewhere to mitigate the impact (e.g. offsetting)? Details should be provided.
- Will any negative impacts of the proposal be temporary/time limited (e.g. only during construction), or continue in perpetuity?

Whilst you are encouraged to develop this in bespoke manner, some example questions to help get the discussion going are included below. These are by no means exhaustive, and there may be other categories you wish to add.

Focus of attention	Question
Public Body Operations	Will the activity/project/policy change the way that gas is used to heat buildings?
Public Body Operations	Will the activity/project/policy change the way electricity is used within buildings?

Public Body Operations	Will the activity/project/policy change the way that water is used within buildings?
Public Body Operations	Will the activity/project/policy change how a building is managed in terms of operating hours, security and building management?
Public Body Operations	Will the activity/project/policy change the natural environment (e.g., trees, meadows, peatland) on any Public Body-owned land?
Public Body Operations	Will the activity/project/policy require the construction of any building or infrastructure?
Public Body Operations	Will the activity/project/policy require the purchase of any new goods/services that are not currently being purchased?
Public Body Operations	Will the activity/project/policy require the purchase of any new vehicles or plant/equipment?
Public Body Operations	Will the activity/project/policy lead to a change in the use of vehicles (i.e. more or less miles will result or a change from one type of transport to another)?
Public Body Operations	Will the activity/project/policy change how vehicles will be powered (e.g. changing from petrol to electric vehicles)?
Public Body Operations	Will the activity/project/policy change the need for staff to travel, including commuting to offices and for business meetings?
Community emissions	Will the activity/project/policy likely lead to a change in the way that domestic properties heat or power their homes?
Community emissions	Will the activity/project/policy likely lead to a change in the way that business properties heat or power their premises?
Community emissions	Will the activity/project/policy likely lead to the community building renewable energy infrastructure (e.g. wind turbines, solar panels)?
Community emissions	Will the activity/project/policy likely lead to the community constructing any buildings or infrastructure?
Community emissions	Will the activity/project/policy likely lead to the community removing trees or other natural environments?
Community emissions	Will the activity/project/policy likely lead to the community having to change how they travel by any means of transport?
Community emissions	Will the activity/project/policy likely lead to the community having to change how much they travel by road in any vehicle?
Community emissions	Will the activity/project/policy likely lead to the community changing the way they buy goods and services?
Community emissions	Will the activity/project/policy likely lead to the community recycling or reusing more products or materials?
Community emissions	Will the activity/project/policy likely lead to the community changing how they buy and consume food, including sourcing more UK produced food?

Public body / Community adaptation	Will the activity/project/policy likely lead to the Public Body or the community changing the amount of shade and natural ventilation in open spaces and buildings?
Public Body / Community adaptation	Will the activity/project/policy likely lead to the Public Body and/or community buildings and/or infrastructure improve the management of flooding events
Public Body / Community adaptation	Will the activity/project/policy likely lead to the Public Body or the community changing the amount of surface water running into public drainage systems (e.g., sewers, SUDS)?
Public Body / Community adaptation	Will the activity/project/policy likely lead to the Public Body/community buildings/infrastructure being better prepared to manage high winds?

In answering these questions, you should encourage respondents to consider the impact against the existing baseline activity.

Whichever approach you take, you are looking for some degree of assurance that sufficient detail of the potential impacts is captured, and that these impacts are accounted for within your own decision-making processes.

Importantly, you want to ensure that any assumptions made in response to these questions are captured – particularly when the CCIA is taking place in the early stages of a proposal's formulation. These assumptions can then be tested as the proposal develops, and a further CCIA can be done at a later stage to re-evaluate the proposal if initial assumptions prove incorrect.

Quantitative evidence is preferable to qualitative to provide a greater degree of surety in the decision-making process though that might not always be possible, particularly in the early stages of a proposal where specifications and design ideas have yet to be determined.

d. What platform should you use?

Excel, Word, MS Forms, Power BI or a bespoke option are all used by organisations that have adopted a CCIA process thus far.

The important thing is that the platform is known to, and useable by, colleagues. You want to keep this as simple and as intuitive as possible – having to teach colleagues how to use the chosen platform before you can even discuss the purpose and content of the CCIA will not be helpful. So, if you already have a platform in place within your organisation that would work for the CCIA process, stick with it.

It is important however that your chosen platform can save records of completed CCIAs as you may need to refer to them at a later date.

Step 3:

How to assess a completed questionnaire and next steps

Topics covered in Step 3:

- **a. Providing a summary of the assessment for inclusion in reports**
- **b. The assessment is only half the journey**
- **c. Keep a record and build relationships**

a. Providing a summary of the assessment for inclusion in reports

The outcome of the assessment should be to provide an overarching summary of the expected climate impacts for inclusion in any reports or papers. Remember, this should capture both positive impacts and/or proposed mitigation actions, not just the negative consequences.

A good assessment summary should include:

- A qualitative overarching statement on whether the anticipated outcome of the proposal will be good or bad, and to what degree.
- Where possible, a quantitative assessment of the impacts or improvements.
- A timeline for any expected emissions increase – for example, increased emissions during build phase of new infrastructure, but lower emissions during the longer operational phase.
- A weighting for the proposal's impact on the organisation's route to net zero - contextualising the project against the public body's total carbon footprint. For example, the building of a new school or leisure centre has the potential to have a noticeable impact on an organisation's journey to net zero – but other much smaller projects, such as the purchase of new equipment for a play park for example, will only ever make a limited impact. So, in analysing the assessments, it should be kept in mind that not all impact assessments are equal, and they should not be sent to decision makers for deliberation as such. It should also be kept in mind that whilst in isolation a smaller project may have little impact, the combined weight of multiple smaller projects can start to have a cumulative effect.

It is an important point of principle that the summary presented is a fair but true representation, and that it is agreed to collectively by 'both sides' before formally being included in papers for decision. This will help decision makers to weigh up the proposal and take a balanced view on whether a project should proceed as proposed, or whether certain elements need to be re-visited.

In the early stages of the CCIA being introduced, before the process is ingrained in the organisation's culture, there may be some push back to let certain negative repercussions be downgraded or left out so as not to slow down or potentially increase the costs of a project. You should, when possible, push back and re-affirm the purpose and positive benefits of the CCIA.

In addition to an agreed summary, you may wish to include the full CCIA template as an annex which captures the outcomes in totality.

b. The assessment is only half the journey

In most instances, agreeing the outcome of the CCIA with project officers is only the beginning. It is not the purpose of a CCIA to stop a project, but to better inform the next steps and more detailed scrutiny in the decision-making chain.

What happens next will be outwith your control and subject to a wide range of variables including the level of climate prioritisation within your organisation, and the degree of personal interest in climate change from those making the final decisions.

The intention is that the information provided by the CCIA will be used by decision makers to scrutinise and improve the project proposal. This can be aided further if the CCIA summary provides a high-level review of suggested areas in which the project could be improved – for example, from a carbon reduction, climate adaptation, or biodiversity perspective.

This may then see further questions coming back as to why these proposed improvements have not been included, or the financial and resource implications if they were to be.

c. Keep a record and build relationships

A record of all completed CCIAs, and the assumptions made within them, should be kept as this will be helpful for a number of reasons.

In the case of local authorities, you may for example receive enquiries or Freedom of Information requests from residents or pressure groups.

From a practical perspective, you will want to refer back to earlier to CCIAs where an iterative process is taken with multiple CCIAs for larger or longer-term projects (as discussed in Chapter 1).

Experience can, and should, be used to drive improvements in later evolutions of the CCIA process:

- Keeping track of how many CCIAs have taken place in, say, a 12-month period and

understanding the level of resource required to action them
- Evaluate what lessons have been learned
- Where have colleagues engaged positively or been hesitant, and why?
- Can you show that the CCIAs have contributed to a meaningful shift away from 'business as usual', or if not, why not?

Even for public bodies who have already introduced some form of CCIA, this reflective analysis has value.

By extension, keeping records can help with accountability and transparency, with Audit Scotland having listed climate change as an audit priority.

Finally, the CCIA process will hopefully have opened up a positive dialogue with both operational or project delivery level colleagues, and also more senior decision makers within your organisation. As the CCIA process becomes more embedded within the culture, it is very likely you will speak with these same people many more times – either through the formal CCIA process, or when they seek climate advice or input outside of that process. This engagement should be seen as an opportunity to build relationships across the organisation which raises the awareness of, and opportunities for, climate change mitigation and adaptation.

Annex – Case Studies

Below are some case studies of the different approaches some local authorities have taken.
Whilst they can be useful as a guide for turning principle into practice these case studies are not intended as cut and paste templates. Even where a case study has been provided there may still be room for further improvements.

The City of Edinburgh Council

1. Name of local authority or public body? In the interest of knowledge share we encourage you to add the name of your organisation, though your response can be anonymised if you would prefer.

The City of Edinburgh Council

2. What is your trigger point for a CCIA to take place?

The City of Edinburgh Council use an Integrated Impact Assessment (IIA).
The guidance helps consider whether a full assessment is required using the following questions:

- The proposal could potentially affect people for example in the availability, accessibility or quality of goods, facilities or services
- The proposal has potential to make an impact on equality and/or socioeconomic disadvantage even when this only affects a relatively small number of people
- The proposal has the potential to make a significant impact on the economy and the delivery of economic outcomes
- The proposal is likely to have a significant environmental impact
- The proposal is considered strategic and high level in the organisation

Once it's agreed an IIA is required, then it should be carried out as soon as possible in the process, when there is enough information to make a meaningful assessment. It should be carried out before the proposal is finalised and a decision made. The Equality Act 2021 Specific Duties (Scotland) Regulations 2021 came into force on 27 May 2012 and required listed public authorities in Scotland to "assess and review policies and practices (impact assessment) against the needs of the general equality duty. 'This guidance uses the term 'policy' as shorthand for any activity of your organisation. Therefore 'policy' should be understood broadly to embrace the full range of your policies, provisions, criteria, functions, practices and activities including the delivery of services – essentially everything you do.'

3. Do you have a one stage or two stage process (eg a screening stage, followed by a more in depth CCIA if the screening shows it is required)? Please provide detail.

Process is shown below:

1. Decide to do an IIA – before proposal is finalised and decision made
2. Collate and summarise existing evidence
3. Get a group together to go through the IIA checklist
4. Summarise impacts and decide if you need further evidence
5. Complete summary report with action plan
6. Sign off by Council Head of Service
7. Ensure decision makers are aware of the outcomes of the IIA

8. Submit to relevant e-mail contact for publication on the online IIA registry
9. Ensure any actions are followed up.

In some cases, the IIA summary report will be marked as “interim” and revised at later stages of the project development.

4. What metrics do you use for assessing the climate/carbon impacts of your chosen categories (energy use, transportation, waste etc.)? Do you just have free text boxes; standardised metrics which are the same regardless of category; individual metrics for each category (if so, please list them); other?

No metric in the IIA process currently but we are considering embedding a summary table based on the Doughnut Economics model (similar to what Cornwall Council are doing) in the IIA summary report. The impacts would be assessed as “Long term/extensive positive; short-term/limited positive; Long term/ extensive negative; short-term/limited negative; neutral”

5. Who within your organisations assesses the CCIA responses, and what do they do when they receive them?

The Head of Service is responsible for quality assurance of IIAs (Integrated Impact Assessment) and final sign off for their service area. In addition to this, the Quality Assurance IIA Steering Group, which meets quarterly, consider a selection of completed IIAs and provide feedback to the lead officer. Also, as part of the budget process, a cumulative IIA is carried out by the Policy and Insight team (Corporate Services) on the information provided in the individual budget proposal IIAs and reported to Full Council Budget meeting.

6. What happens with the completed CCIAs? For example, do they require a sign off by a Head of Service, or are they included as an annex to any reports which require a decision?

The Head of Service needs to sign off the IIA summary report template, and then it is sent to the relevant contact to be published on the IIA Directory on the Council website. The IIA should also be attached to the relevant committee report, either as an appendix or with a link to the published IIA. A summary of the outcomes of the IIA should also be included at the relevant section in the committee report.

7. What application or platform do you use for collating responses? Word document, Excel spreadsheet, Survey Monkey etc?

Responses are collated by email. Completed and signed IIAs are published on the IIA Directory on the Council Website.

8. If you have a questionnaire template you are willing to share (there is no obligation to do so), or a link to an exampled on a publicly-accessible online platform please add it here.

See attached to email

9. Generic email address? If you’re happy to do so, please include an email address people can contact you on. Better to use climatechange@council.gov.uk if you have one rather than an individual person.

integratedimpactassessments@edinburgh.gov.uk

Aberdeenshire Council

Aberdeenshire Council's Integrated Impact Assessment (IIA) is a two-stage online process designed to help officers complete relevant assessments for Council activity. The IIA process covers the following assessments: Equalities, Fairer Scotland Duty, Children's Rights and Well Being, Health & Well Being, Town Centre First Principle and Climate Change and Sustainability.

There are 2 stages to the process:

- Stage 1 of the IIA is a screening tool which has a series of questions which help officers to identify the relevant assessments that must be completed.
- Stage 2 is the completion of the identified assessments by providing further details about the activity being assessed – who/what it affects and the impacts it may have.

Stage 1 Screening asks the following 3 questions:

- Does the activity / proposal / policy have the potential to affect greenhouse gas emissions (CO_2e) in the Council or community and / or the procurement, use or disposal of physical resources?
- Does the activity / proposal / policy have the potential to affect the resilience to extreme weather events and/or a changing climate of Aberdeenshire Council or community?
- Does the activity / proposal / policy have the potential to affect the environment, wildlife or biodiversity? If an officer answered 'Yes' or 'Not Sure' to any of these questions they asked to complete a Climate Change and Sustainability Impact Assessment (Stage 2).

If they answer 'No' to all 3 questions they are guided to a 'Justification' box where they must leave a statement justifying why an impact assessment is not required. This is then copied into the Committee Report for the decision makers to consider.

Stage 2 is to complete a Climate Change and Sustainability Impact Assessment. Officers are asked to identify whether the activity, proposal or policy has positive, neutral and/or negative, or unknown, impacts in the following areas, grouped under the two headings of 'Emissions and Resources' and 'Biodiversity and Resilience'.

Emissions and Resources

- Consumption of energy
- Energy efficiency
- Energy source
- Low carbon transition
- Consumption of physical resources
- Waste and circularity
- Circular economy transition
- Economic and social transition

Biodiversity and Resilience

- Quality of environment
- Quantity of environment
- Wildlife and biodiversity
- Infrastructure resilience
- Council resilience
- Community resilience
- Adaptation

Following completion of the above, the Integrated Impact Assessment then asks officers to identify the impacts, mitigation, evidence, gaps and measures corresponding to the impacted areas identified.

All IIAs are then reviewed by the Team Leader for Sustainability and Climate Change, a Primary approver within the service and then final sign off by the Head of Service. Reviewers are given 5 working days to review. Officers can respond, if appropriate, to any comments/feedback from the reviewers before sending for final approval. These comments will also be visible to the approver. Once the IIA is approved it becomes a record and can no longer be edited. A Final Assessment PDF is generated and is sent with the committee report (if it is being reporting to a committee).

Examples of IIA's can be found on the Aberdeenshire Council Committee and Meetings webpage. The following link will take you to the Carbon Budget 2022-23 Report (Item 7) which has an IIA as Appendix 6: https://committees.aberdeenshire.gov.uk/Committees.aspx?commid=1&meetid=20198 Any questions regarding Aberdeenshire Council's IIA process for Climate Change and Sustainability can be directed to sustainability@aberdeenshire.gov.uk

East Renfrewshire Council

1. Name of local authority or public body? In the interest of knowledge share we encourage you to add the name of your organisation, though your response can be anonymised if you would prefer.

East Renfrewshire Council

2. What is your trigger point for a CCIA to take place?

Any time a report or proposal is written which requires a decision, a CCIA must be completed. This could be for example:

- Cabinet paper
- Paper to the Corporate Management Team
- Council committee paper
- Procurement or capital project proposal

3. Do you have a one stage or two stage process (e.g. a screening stage, followed by a more in depth CCIA if the screening shows it is required)? Please provide detail.

East Renfrewshire Council uses a two stage process, which is managed by the 'Get to Zero' climate change team. Stage 1 is a screening stage which requires the officer to give a brief overview of their report/proposal and is followed by a number of high level questions which can only be answered as 'yes', 'no' or 'unsure'. These are intended to be simple enough that they can be answered by colleagues without the need for specialist knowledge, and are shown below.

Council Operations	Our estate	Will the activity/project/policy change the way that gas is used to heat buildings?
Council Operations	Our estate	Will the activity/project/policy change the way electricity is used within buildings?
Council Operations	Our estate	Will the activity/project/policy change the way that water is used within buildings?
Council Operations	Our estate	Will the activity/project/policy change how a building is managed in terms of operating hours, security and building management?
Council Operations	Our estate	Will the activity/project/policy change the natural environment (e.g. trees, meadows, peatland) on any Council-owned land?
Council Operations	What we buy – procurement and shaping our supply chain	Will the activity/project/policy require the construction of any building or infrastructure?

Council Operations	What we buy – procurement and shaping our supply chain	Will the activity/project/policy require the purchase of any new goods/ services that are not currently being purchased?
Council Operations	What we buy – procurement and shaping our supply chain	Will the activity/project/policy require the purchase of any new vehicles or plant/equipment?
Council Operations	Our vehicles	Will the activity/project/policy lead to a change in the use of vehicles (i.e. more or less miles will result or a change from one type of transport to another)?
Council Operations	Our vehicles	Will the activity/project/policy change how vehicles will be powered (e.g. changing from petrol to electric vehicles)?
Council Operations	How we work	Will the activity/project/policy change the need for staff to travel, including commuting to offices and for business meetings?
Community emissions	Heating and powering homes and businesses	Will the activity/project/policy likely lead to a change in the way that domestic properties heat or power their homes?
Community emissions	Heating and powering homes and businesses	Will the activity/project/policy likely lead to a change in the way that business properties heat or power their premises?
Community emissions	Heating and powering homes and businesses	Will the activity/project/policy likely lead to the community building renewable energy infrastructure (e.g. wind turbines, solar panels)?
Community emissions	The built environment	Will the activity/project/policy likely lead to the community constructing any buildings or infrastructure?
Community emissions	The built environment	Will the activity/project/policy likely lead to the community removing trees or other natural environments?
Community emissions	Transport	Will the activity/project/policy likely lead to the community having to change how they travel by any means of transport?
Community emissions	Transport	Will the activity/project/policy likely lead to the community having to change how much they travel by road in any vehicle?

Community emissions	Consumption	Will the activity/project/policy likely lead to the community changing how they buy and consume food, including sourcing more UK produced food?
Community adaptation	Heatwaves	Will the activity/project/policy likely lead to the Council or the community changing the amount of shade and natural ventilation in open spaces and buildings?
Community adaptation	Flooding	Will the activity/project/policy likely lead to the Council and/or community buildings and/or infrastructure improve the management of flooding events
Community adaptation	Flooding	Will the activity/project/policy likely lead to the Council or the community changing the amount of surface water running into public drainage systems (e.g. sewers, SUDS)?
Community adaptation	High winds/Storms	Will the activity/project/policy likely lead to the Council/community buildings/infrastructure being better prepared to manage high-winds?

If the answer to all questions is 'no', then the CCIA is complete a paragraph of text explaining so is provided for inclusion in any relevant reports. In this instance, the 'Get to Zero' team would give the screening report a quick sense check before issuing the text.

If the answer is 'yes' or 'unsure' to any questions, these ques tions go through to a second stage for more in-depth analysis.

Stage 2 involves a two-way discussion between the climate change team and the project led to mutually agree the degree of impact (positive or negative) to each of the relevant questions. At this point, a discussion also takes place on how any negative impacts could be mitigated, or positive impacts enhanced further. Importantly, all assumptions made during these discussions are captured as they may be referred back to as the proposal progresses.

4. What metrics do you use for assessing the climate/carbon impacts of your chosen categories (energy use, transportation, waste etc)? Do you just have free text boxes; standardised metrics which are the same regardless of category; individual metrics for each category (if so, please list them); other?

We have a developed a set of metrics in conjunction with practitioners across the council's services to grade what 'good' or 'bad' looks like against the existing baseline in response to each question.

We also contextualise this within the context of the council's baseline carbon footprint. For example,

5. Who within your organisations assesses the CCIA responses, and what do they do when they receive them?

CCIA screening responses are received by the council's climate change team. They then contact the response author to either let them know that no further action is required, or to arrange a meeting to discuss any indented climate impacts in more detail.

6. What happens with the completed CCIAs? For example, do they require a sign off by a Head of Service, or are they included as an annex to any reports which require a decision?

A summary report is sent to the relevant project officer, along with a short paragraph of text they can use in reports which provides a high-level overview of the expected impact.

There is a mandatory section included in all reports where the agreed climate impact must be included after the completion of a CCIA, which gives the final decision maker the ability to probe further should they wish.

7. What application or platform do you use for collating responses? Word document, Excel spreadsheet, Survey Monkey etc?

Currently MS Forms, though other platforms are being investigated.

8. If you have a questionnaire template you are willing to share (there is no obligation to do so), or a link to an example on a publicly-accessible online platform please add it here.

See attached.

Generic email address? If you're happy to do so, please include an email address people can contact you on. Better to use climatechange@council.gov.uk if you have one rather than an individual person.

Climatechange@eastrenfrewshire.gov.uk.

SSN
Sustainable
Scotland
Network