



The Glasgow Green Deal: towards equitable, net zero carbon, climate resilient living by 2030

Our roadmap and call for ideas

Technical Version
October 2021

"[The recent IPCC report] ... is a code red for humanity. The alarm bells are deafening, and the evidence is irrefutable: greenhouse-gas emissions from fossil-fuel burning and deforestation are choking our planet and putting billions of people at immediate risk. Global heating is affecting every region on Earth, with many of the changes becoming irreversible. "

- Antonio Guterres, UN Secretary General

Contents

Contents	3
1. Foreword	4
2. The need for a Glasgow Green Deal	6
3. Purpose of the Roadmap and Call for Ideas	7
4. The Glasgow Green Deal.....	8
4.1. Policy context.....	8
4.2 The mission of the Glasgow Green Deal	10
4.3 Objectives	11
4.4 Scope of the Glasgow Green Deal.....	13
4.5 Geographical focus	21
5. Our enabling framework	21
6. The benefits of the Glasgow Green Deal	28
7. Paying for the Glasgow Green Deal.....	29
7.1 Economic benefit.....	30
7.2 Financing the Green Deal	30
8. Implementing the Green Deal	31
8.1 Citywide participation in the mission.....	31
8.2 Approach to external governance	31
8.3 Mission orchestration and support.....	32
9. Call for views, ideas and participation.....	36
10. Further information	37

1. Foreword

I'm delighted to be sharing this roadmap for the Glasgow Green Deal – our 9-year mission to transform Glasgow's economy to tackle the climate emergency. I know Glaswegians are concerned about climate change - but they are also concerned about the near term – about their jobs, and the prospect of recovery from COVID-19.

The [Glasgow City Region Economic Recovery plan](#) committed to building a resilient, innovative and green future. But the step change in action required by the climate crisis must also address the existing vulnerability and fragility of people and our economy exposed by COVID-19 - addressing emissions and climate risk alongside poverty and inequality, creating high quality green jobs and opportunity in a redefined notion of what prosperity looks like in the 21st Century.

Therefore, the Glasgow Green Deal offers an integrated approach to solving these crises. Building on the substantial work already underway, it takes the City Council significantly beyond its comfort zone, raising our delivery ambitions in line with the science and committing to:

- placing a significant degree of control over that change in the hands of citizens and business most at risk from climate change;
- put in place the frameworks and certainty needed to bring forward the solutions at scale;
- deliver significant changes and innovation in our systems, institutions, processes, policies and investment choices; and
- scale investment in climate action into the billions needed, both directly by the City, and in partnership with Governments and business.

In doing so, the Green Deal seeks to deliver sweeping, structural change, in partnership with business, Government and communities. Whilst the challenge is daunting, we would do well to remember Glasgow has met similar challenges head on before. When 4,000 people died from Cholera in 1849, John Fredrick Bateman of the Glasgow Corporation Water Works constructed the aqueducts from Loch Katrine - a transformative response, which we have built on ever since, right up to the recent Smart Canal in Sighthill. Similarly, we should our take inspiration from culturally led regeneration. A response to post-industrial decline, the 1988 Glasgow Garden Festival, gave birth to the European Capital of Culture in 1990, Gallery Of Modern Art, the Commonwealth Games, the European Championships and most recently Channel



4's creative hub. The City is now a regular feature of major Hollywood blockbusters - a testament to decades of visionary thinking of civic renewal.

The scale of change towards a net zero carbon and climate resilient economy is orders of magnitude greater than the challenges our 'Glasgow Fathers' faced. Addressing the scale of the challenge at the same time as delivering economic restructuring and recovery requires us to innovate and collaborate like never before; to tap into and harness that same, visionary, aspirational and transformative spirit which has seen Glasgow prosper successfully over hundreds of years.

This will not be easy – and indeed no city has all the answers about what a new economic model looks like. But, acknowledging it is needed and beginning the journey is the hardest part. So, I hope this document gives you hope – hope that, along with others we can meet the defining challenge of the generation, and that Glasgow City Council is committed to playing its part. I look forward to hearing your thoughts on how we make it happen.

A handwritten signature in black ink that reads "Susan Aitken". The signature is written in a cursive, flowing style.

Leader of the Council and City Convener for Inclusive Economic Growth

2. The need for a Glasgow Green Deal

Glasgow's economy, like all others, is operating beyond planetary boundaries which provide a safe space for citizens to thrive, with climate change the most significant and growing risk to our economy and our way of life. The need to decarbonise and build resilience is more urgent than we thought – with emissions having to halve globally by 2030 to achieve the goal to limit warming to 1.5°C.¹ Glasgow has reduced its emissions by nearly half since 2005, but climate risks from global emissions are increasing² and are projected to have impacts of 2.5% of the City's regional GDP per year by the 2070s³.

At the same time, the rules and norms guiding our economy are increasingly unfit for purpose, having widened inequality, and increased the insecurity of many over the last decade. The shock of COVID-19 has meant 80,000 people are at risk of unemployment at the end of furlough⁴, with a disproportionate impact on young people and women – those most at risk of the climate crisis.⁵

Efforts so far to solve these challenges have been done in isolation from each other and have been incremental⁶. But the urgency of the science and situation mean the City, businesses and communities must now deliver a step change in the pace and scale of action. This must be at the system level, and deep rooted, tackling the links between emissions and climate risk, poverty, health, equity and justice, and our economic model.

This will not happen by chance. It needs concrete, coordinated action across public, private and third sectors, and all levels of Government, within a framework which creates the conditions for a transformation across the City which:

- **guides, scales up and accelerates public, third sector and private investments;**
- **spurs research and innovation in the City and beyond;**
- **provides the right signals to markets and creates new ones;**
- **enables locally led solutions from communities and businesses;**
- **supports citizens and communities in a just and equitable transition; and**
- **nurtures leadership and agency at all levels, reshaping our culture, institutions, governance and power relations.**

¹ IPCC (2021) 6th Assessment Report – Working Group 1. Online. Available from:

² Committee on Climate Change (2021) – Third UK Climate Change Risk Assessment -Summary for Scotland

³ Bosello F et al. (2021). *D2.7. Macroeconomic, spatially resolved impact assessment.*

⁴ Glasgow City Region Intelligence Hub

⁵ Scottish Government (2021) Scotland's Labour Market Trends April 2021

⁶ Incremental changes tend to focus on delivering marginal improvements within current systems and trends and in some cases reinforcing the status quo.

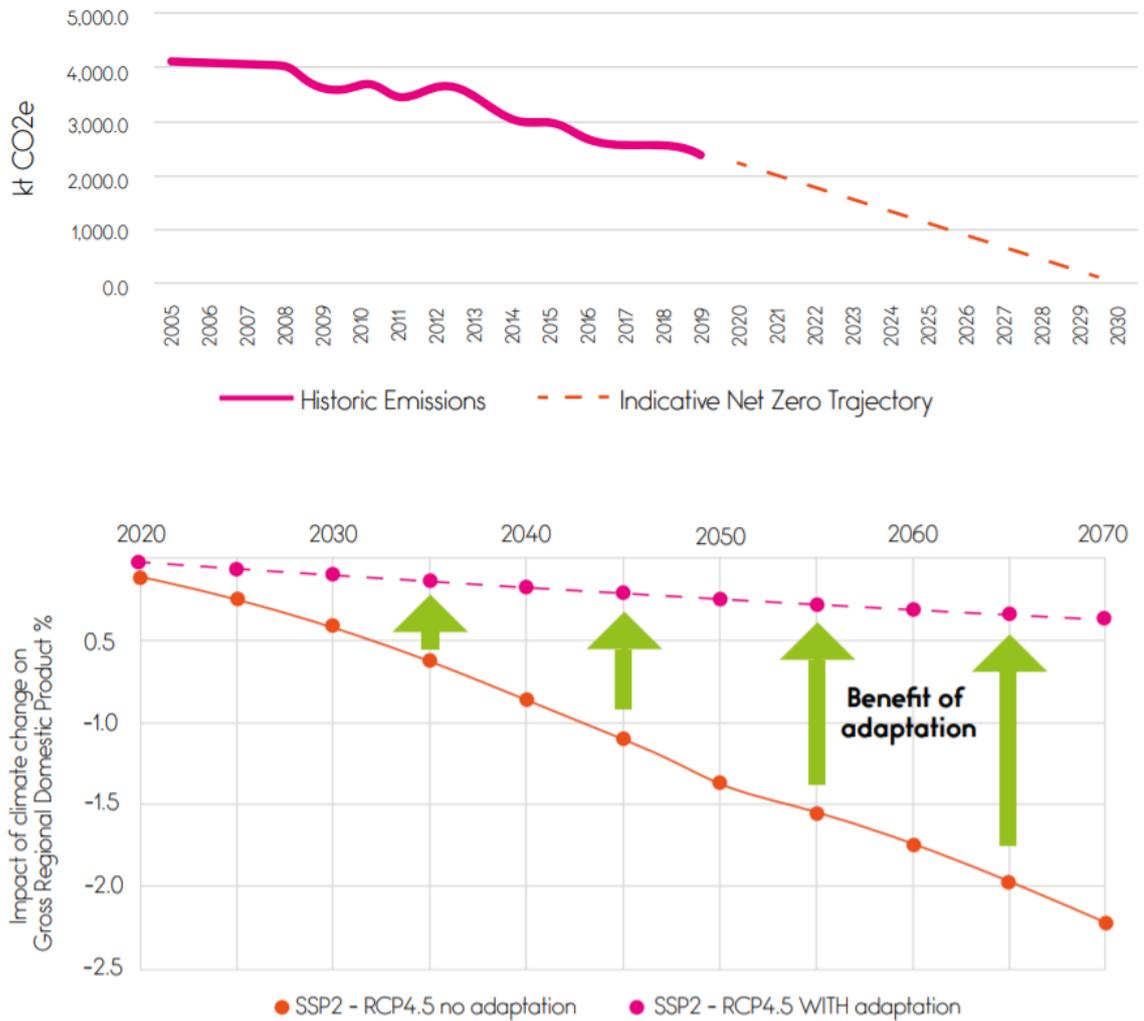


Fig 1: Historic emissions and indicative net zero trajectory for Glasgow (top) and impacts of climate change on regional GDP and the benefit of adaptation (bottom). Sources: Climate Ready Clyde, COACCH, BEIS Local Authority territorial CO2 emissions estimates.

3. Purpose of the Roadmap and Call for Ideas

This document is aimed at a wide audience of citizens and communities, small and large businesses, trade unions, sector bodies, the public sector, and Governments. The purpose of this document is to:

- **Outline the Glasgow Green Deal initiative, and how it will benefit communities, citizens and businesses;**
- **Gain early feedback on how to maximise the effectiveness of the Glasgow Green Deal, generating the biggest economic, and social benefits from addressing the climate crisis;**
- **Hear ideas from our citizens, communities and businesses that could feature;**
- **Inspire communities, businesses at all levels of engagement to get involved in the mission for equitable, net zero carbon, climate resilient living for all by 2030**

4. The Glasgow Green Deal

The Glasgow Green Deal a nine-year mission to transform the economy to tackle the climate and ecological emergencies. It aims to increase the pace, scale, and impacts of efforts to decarbonise and build resilience to climate change, in a way which creates jobs, prosperity and high-quality places, and tackles poverty. **It is not a new plan or strategy – but the way of delivering systemic transformation which bridges the gap between ambition and implementation.** An explanation of mission-based approaches is shown on the following page.

4.1. Policy context

The Green Deal was a key commitment of the City’s Climate Action Plan. The city already has a well-established policy framework and targets around climate action, poverty reduction and economic development. Although a non-exhaustive list, these include the following:

UK/National	Regional	Local
<ul style="list-style-type: none"> • The Climate Change Plan • Heat in Buildings Strategy • Scottish Climate Change Adaptation Programme • National Planning Framework 4 • National Strategy for Economic Transformation • Infrastructure Investment Plan • Inward Investment Plan • National Just Transition Planning Framework 	<ul style="list-style-type: none"> • Glasgow City Region Economic Strategy • Regional Economic Recovery Plan • Regional Adaptation Strategy and Action Plan • Indicative Regional Spatial Strategy • Regional Transport Strategy 	<ul style="list-style-type: none"> • Glasgow Climate Plan • City Development Plan and Strategic Development Frameworks • Circular Economy Routemap • Glasgow Economic Strategy • Local Transport Plan • Local Heat and Energy Efficiency Strategy • Glasgow Community Plan (Local Outcome Improvement Plan)

These links between climate change and economic development are well acknowledged. Most recently, the Glasgow City Region Economic Strategy identified the climate emergency as one of three ‘grand challenges’ – alongside inclusive growth and productivity.

However, there is an implementation gap between these aspirations and the level of action required to meet them. The Green Deal aims to bridge this gap, by using a mission-based approach, and employing new approaches, new thinking, new tools and techniques to create new pathways for transformation which turn these ambitions into reality.

Box 1: Mission-based approaches to innovation and growth policy

The Glasgow Green Deal is an example of a ‘mission-based’ approach to growth policy – an approach which fundamentally reappraises the role of the public sector – recasting the role of Glasgow City Council beyond that of just fixing market failures to a ‘market co-creating’ and ‘market shaping’ role. The 21st century is becoming increasingly defined by the need to respond to societal challenges – whether it is climate change, health policy, or others. These ‘grand challenges’ are helpfully encapsulated in the 17 UN Sustainable Development Goals; a series of interconnected economic, social and environmental challenges, globally agreed by Governments around the world.

Achieving them requires breaking them down into ‘missions’ – practical steps that can be taken, within a challenge, that frame and stimulate innovation. The missions are set in a way which encourages cross-sectoral innovation, and a portfolio of projects and bottom up experimentation.

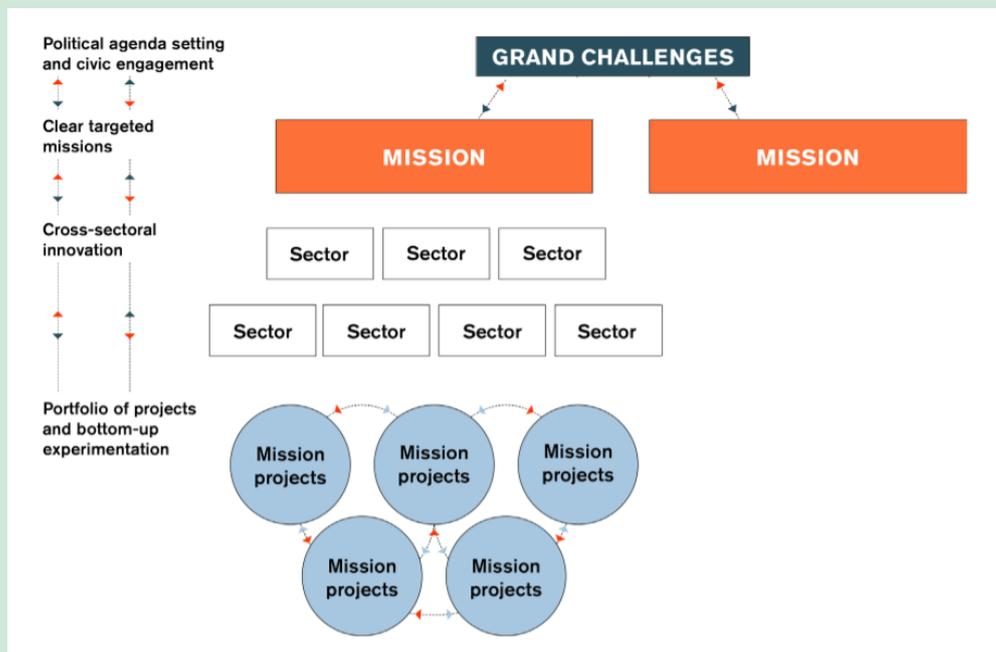


Fig 2. Overview of the mission framework. Source: Mazzucato, M. and Dibb, G. 2019

Mazzucato and Dibb (2019) define five key criteria for a mission, which have been used to shape the overall approach of the Glasgow Green Deal:

- Be bold, inspirational with wide societal relevance
- Set a clear direction – targeted, measurable, and time-bound
- Be ambitious but realistic
- Encourage cross-disciplinary, cross-sector and cross-actor innovation
- Involve multiple, bottom up solutions.

The approach also requires a number of other fundamental shifts in perspective – including shifting from trying to ensure ‘value for money’ towards creating public value driven by public purpose. Missions involve providing a sense of direction, whilst acknowledging we cannot anticipate what the best solutions may be. Mission-based approaches also involves different forms of finance and instruments to implement, rely heavily on citizen participation and collaboration, and go beyond traditional evaluation and appraisal, such as cost-benefit analysis to more complex tools and techniques of monitoring, evaluation and reflection to understand the potential to create value. Such approaches are currently being employed by the European Commission and Scottish National Investment Bank, and the UK’s new Innovation Strategy.

4.2 The mission of the Glasgow Green Deal

Through the Green Deal, the City is proposing a 9-year mission with citizens, communities, businesses and Scottish and UK Government to create:

equitable, net zero carbon, climate-resilient living by 2030⁷

The mission provides an ambitious, but realistic, clear, common goal which inspires others to participate, and encourage cross disciplinary, cross sectoral and cross actor innovation, generating multiple, bottom up solutions. The mission ties together the City's existing activity, and complements it with the development of new projects, programmes, investment, innovation and capabilities to:

- inspire and engage businesses and citizens to participate in the Green Deal;
- scale up and accelerate deployment of solutions and delivering systemic innovation in a way which addresses these three objectives; and
- revise and reshape existing programmes and projects activity to align with the objectives of the Green Deal and the scale of change demanded by climate science.

To guide the mission, we are proposing the following

- **Objectives** – Three interlinked objectives around climate action, jobs and high-quality places, and poverty and inclusion, which act as guiderails for the mission and Green Deal activity
- **Focus areas** - Systems where action is already underway but where significant acceleration in the pace and scale of delivery is needed. The focus areas also take place in the context of place-based action, where the need for action in many of these areas combine.
- **An enabling framework** – A set of levers of change - areas of work that have the potential to deliver wide-ranging positive change beyond their immediate focus⁸. Used successfully, these levers can enable activity in each of the focus areas to make them happen.

An overview of this framework is set out below and expanded in subsequent pages.

⁷ Net-Zero' means the City is not a net contributor of Greenhouse Gas emissions. Instead any emissions created balanced by an amount removed from the atmosphere, for example by being stored in trees, or captured and stored.

⁸ United Nations (2021) Food systems summit 2021: Levers of Change: <https://www.un.org/en/food-systems-summit/levers-of-change>

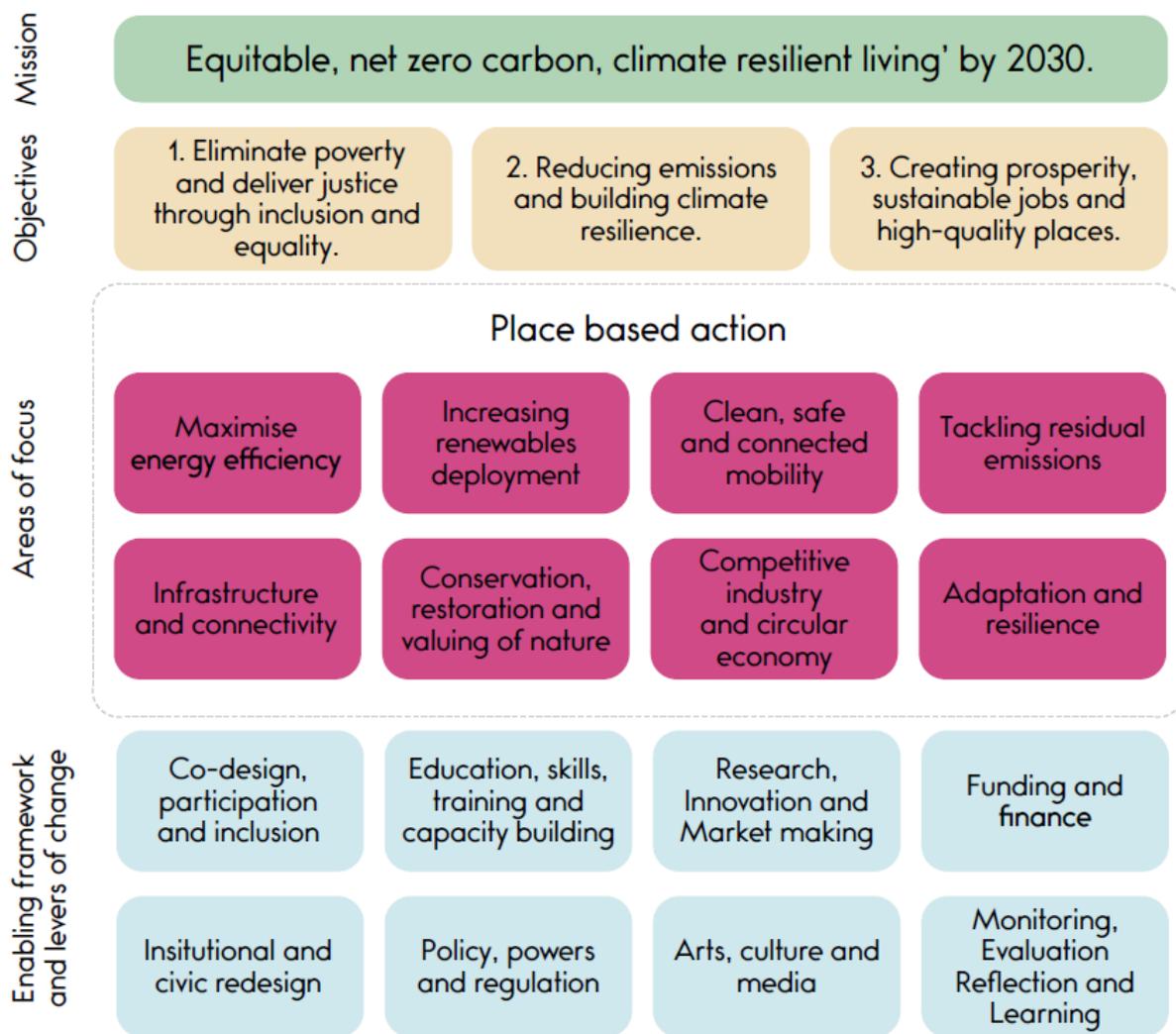


Fig 3. The mission, objectives, areas of focus and enabling framework of the Glasgow Green Deal.

4.3 Objectives

Rather than our planet and people being the price for progress, we will use investment, policy and regulation to direct our economy to protect and build the things people care about – wellbeing, fairness, community, security, opportunity and the next generation. And this inherently means reorienting our economy to one which functions within planetary boundaries. To facilitate this shift, we will seek deeper structural changes, creating a new culture and appetite for change in individuals, through leadership, local champions, capacity building, and empowered and engaged communities and organisations with an appetite to play their part.

We will also broaden our measures of what an economy is for moving beyond Gross Domestic Product (GDP) and Gross Value Added (GVA) to a wellbeing approach. Therefore, it is suggested that the Glasgow Green Deal contains three, interlinked objectives:

- **Reducing emissions and building climate resilience** - we will end our dependence on fossil fuels, building a clean, efficient economy based on

renewable energy (mitigation), and ensure the City is also resilient to future climate change (adaptation). Doing so will also involve protecting and restoring nature, ensuring the provision of clean water, air, green space and a healthy environment for all.

- **Creating prosperity, sustainable jobs and high-quality places** - The job creation potential of tackling the climate emergency is huge, more than displacing those lost from the pandemic. Through the Green Deal we will create thousands of new jobs which provide fair work and guarantee a decent livelihood for anyone currently working in high emission sectors or climate vulnerable areas.
- **Eliminate poverty and deliver justice through inclusion and equality** - the wealthiest individuals and biggest businesses generally produce the greatest emissions, whilst those least well off have emitted the least yet face the highest proportionate costs of the transition, and bear the highest relative burden from climate change impacts in the region, and struggle to be heard in the design of responses. We will ensure our efforts are fair, equitable and socially inclusive and participatory so that already disadvantaged groups are not left behind. We will consider the impact on future generations of citizens, who will already experience a very different future to our own. Our responsibility also extends beyond our borders; we will ensure we do not transfer problems elsewhere and will share our efforts internationally in recognition of our historic and ongoing role of global imports of goods and services from communities around the world.



Fig 4: The proposed interlinked objectives of the Glasgow Green Deal.

4.4 Scope of the Glasgow Green Deal

It is proposed that the Glasgow Green Deal will have 8 areas of focus. The focus areas are where public sector, businesses and communities are already taking action to transform our economy, but where the Council will increase its support to other actors, innovate or intervene directly to resolve key issues and barriers to scaling and accelerating progress and realising the associated benefits.

The focus areas are interconnected, complex systems at different stages of maturity. Some are already delivering significant change, and need to be scaled and accelerated, whilst others are earlier in their development, requiring research, innovation and demonstration to find pathways to deployment at scale. The proposed activities in each area will look and feel different as a result.

Short descriptions of each area, along with case studies which show example action are outlined below:

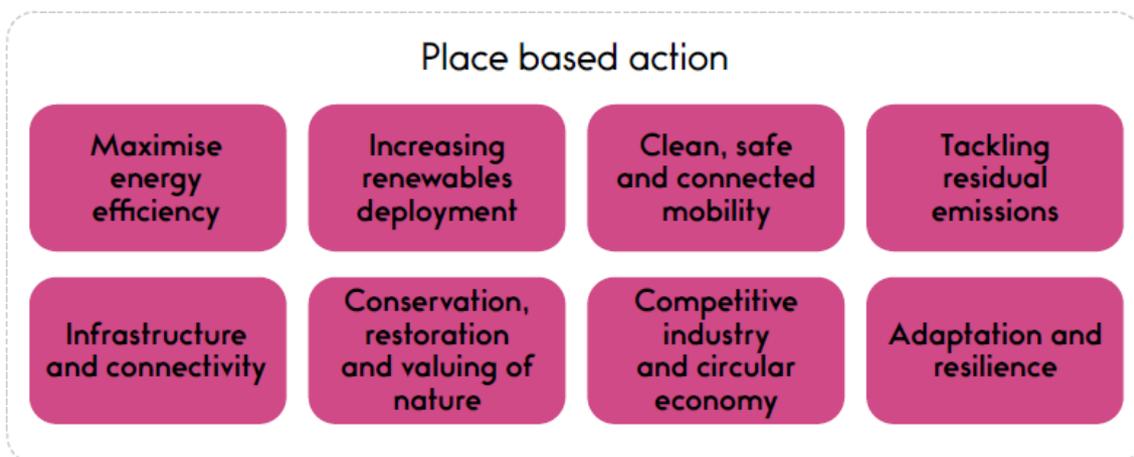


Fig 5. Areas of focus for the Glasgow Green Deal

Area 1: Maximising energy efficiency - Our homes, business and industry make up the largest chunk of emissions, and so maximising energy efficiency is key. We must decarbonise and adapt our housing stock in a way which supports those people most vulnerable to climate impacts and to fuel poverty. This also requires create the demand for a workforce with the right skills to emerge, ensuring building renovation can be delivered and sustained at scale. There are currently a number of market failures and barriers stopping action at scale, including lack of information and awareness, poor financial returns on deep energy retrofit, the mismatch by which costs are borne by developers or landlords but energy saving benefits accrue to owners or tenants, the complexity of solutions and installation due to the diverse building stock, and the challenge of delivery at scale and pace (capacity, skills). What's more, no efforts to date have considered adaptation – meaning we are addressing the past not the future climate, and potentially missing opportunities to address future overheating or flood risk.

We must also work with businesses and industry, supporting energy efficiency in industrial and business processes and improvements to non-domestic and public buildings. There is a role for local promotion and uptake, and innovation, stimulated by business support and procurement. Supporting our SME base is a key priority given their lower capacity and significant make-up of the City economy.

Case Study: Glasgow City Region Housing Retrofit

Glasgow City Region has begun work to develop an approach to retrofit all homes in the City Region to the 'C' Standard on an Energy Performance Certificate. The recently concluded feasibility study identified potential pathways for the 428,000 properties below this standard, and further steps for a further 886,156 properties in the region. The work identified a range of priority areas to support, including creating market demand, supply chain development, skills and training, data, and governance.

Area 2: Increasing renewables deployment - Deployment of large scale renewables and local energy generation must increase to support grid decarbonisation, electrification of heat, increased demand from electric transport, and creation of green hydrogen, and doing so will create large benefits for people, neighbourhoods and communities.

The private sector's deployment of renewables (supported by public policy and market incentives) has been a massive success story, whilst local generation through community energy initiatives like Glasgow Community Energy show the potential for transforming local places, building community wealth. This must continue, to realise the benefits of local decentralised energy, and meet the increased demand required to support electrification of heating. Within the City Region there is also the potential to consider direct interventions or investment to accelerate the pipeline of renewable energy and generate financial returns to fund and incentivise further net zero interventions.

Case Study: Castlemilk and Carmunock Community Wind Turbine

In partnership with SSE and the Castlemilk and Carmunock Community Wind Park Trust (CCCWT), Glasgow City Council developed a 3MW wind turbine on the Cathkin Braes. The £5m project was jointly funded by GCC and SSE, with each contributing £2.5M. The project provides an annual community benefit to the CCCWT to support the trust and action on fuel poverty, providing £500,000 over the next 25 years. Glasgow City Council's £250,000 contribution was front loaded, paying the community £50,000 a year in the first five years.

Area 3: Providing clean, safe and connected mobility - Glasgow must provide a sustainable transport system for people and for goods, which is affordable and inclusive, accessible and easy to use, low carbon, clean and safe, integrated and reliable.

Therefore, we need large scale investment in an interconnected city-wide active travel and cycling network, increased investment in maintenance of public realm, an increasingly comprehensive and integrated public transport system which provides Glasgow and the wider City Region with modern transportation, so that it becomes the default option, and electric vehicles cover the remaining areas where it is not possible to provide alternatives. This delivery must also be done in a way which designs in wider social equity, with those least able to afford to use such systems supported to do so. We will also need to consider the supply of goods and services, and the associated carbon from heavy road transport, encouraging the use of hydrogen and electrification of HGVs and last mile delivery.

Glasgow is already a globally well-connected city and needs to remain so to generate new opportunities for investment and development. However, this interconnection comes with associated emissions from transport – a large amount of which include aviation. Therefore we must explore all solutions, encouraging the development and adoption of electric flight for short haul and carbon-neutral fuels for long haul, whilst also make the case to Government for continued investment in long distance rail, and reforms to aviation to provide cost-parity with rail. We must also invest in access to high speed broadband, and wider digital infrastructure to reduce the need for travel.

Case Study: Glasgow Metro

Metro is an umbrella term to describe new transport provision, potentially a mixture of rail-based and modern bus rapid transit, it will improve connectivity within Glasgow and the wider City Region. The current Metro Feasibility Study aims to spotlight the environmental, sustainable and economic benefits, greater social inclusion and equality that an integrated Transport Solution can bring. The Metro provides an opportunity to offer a step change in life chances for communities stymied by the greatest inequality challenges caused by unaffordable, unreliable and poorly connected local public transport. Metro will be targeted at improving connectivity whilst contributing to the City Region's ambitions to improve the health and wellbeing of its people by delivering an inclusive, net zero and climate resilient economy.

Metro will focus on accessibility with the development of integrated ticketing and interchange points for all passengers' ease of use. Likewise, it will aim to increase the number of stops and cycle paths and provide better facilities such as bike stations and onboarding bikes on trains. There is also an opportunity to use the network infrastructure to catalyse sustainable activity beyond the footprint of the Metro itself. This could be in the form of integrated systems and buildings, connecting infrastructure or encouraging wider sustainability projects

Area 4: Ensuring competitive industry and circular economy - Our current economic model is extractive, using significant amounts of natural resources, resulting in degradation of ecosystems within and beyond the City Region. Therefore, we must transform our economic model to be more circular, with products kept in use for as long as possible, through repair, reuse and remanufacture.

This presents significant opportunities for businesses to become more competitive, by reducing costs and overheads associated with the linear model of existing business models. But businesses will need support to invest in improving existing processes or completely replacing them, with help to identify the best strategies for circularity, and a clear direction of how the city intends to re-structure wider systems and value chains. The City must also support uptake of new solutions for products and processes that need to work at scale (e.g. steel and cement).

Whilst many of the levers for a shift to circularity sit with Governments, the City can position itself well to capture the opportunities from that shift, for example, through the creation of new start-ups and businesses to support repair, reuse and remanufacture, or providing the skills needed to work in the wider economy as this shift becomes embraced. More broadly we must also create demand for circularity amongst our citizens, fostering an awareness amongst citizens that planetary boundaries mean we must confront the balance of having public luxury for all, or private luxury for some. This choice has to mature beyond material consumption as a barometer of prosperity, whilst recognising that at present not everyone has access to the things needed for a good life.

Case Study: Mackie Automatic and Manual Transmissions

Mackie Automatic & Manual Transmissions is the sole UK supplier of remanufactured transmissions for Subaru, Isuzu, Hyundai, Nissan and Chevrolet for warranty repairs. The company can provide remanufactured transmissions from stock with a warranty to cover the remainder of the original warranty period. This work makes up about 45% of their business.

Mackie employ over 25 highly skilled engineers, the majority of which have over 20 years' service. Their reputation in the automotive industry is well established and they know their products and workmanship are regarded as the equal of the original but they are also aware that perceptions still endure of second hand being second and they offer an open invitation to anybody wishing to see their facility and procedures to reassure their customers.

Area 5: Infrastructure and connectivity - Glasgow needs clean, efficient, and affordable heat and power infrastructure to support businesses and communities' lives, and to support the convergence of sectors such as energy and mobility.

As well as decarbonising the electricity grid, we need to support the widespread rollout of smart grids and solutions for electricity to optimise grid performance and maximise efficiency/

The Clyde, and our city's greenspaces have huge potential to be a source of heat, with initiatives like the Queen's Quay energy centre and district heating network pointing the way. We must support the roll out and building of new district heating networks, and widespread deployment of heat pumps, which relies on market reforms to change the relative costs of gas and electricity, and the use of new incentives and regulations and policies to build market demand for heat. To create a market and give certainty, the City Council must intervene defining its approach to heat and advocate for changes to regulation/taxation on electricity vs. gas to tip the balance of affordability in favour of district heating and electrification

We must also pilot and trial new heat sources, backing multiple solutions, including green hydrogen alongside heat pumps. We must also ensure that the costs of this transition are progressive, with the least able to afford it paying little or no cost of that transition. We must also decarbonise and build climate resilience in our wider infrastructure; electricity distribution networks, fibre and broadband, gas and water supply, and drainage networks, and increase the roll out of infrastructure for adaptation, such as flood defences and the drainage network, Sustainable Urban Drainage Systems which must be scaled up.

In all cases, given the embodied carbon of our existing infrastructure, decisions on new investment must appraise the alternatives, ensuring we must make the most of existing infrastructure, investing to improve its efficiency and climate resilience.

Case Study: RUGGEDISED

RUGGEDISED is a €19.6 million Horizon 2020 project comprising six European cities and thirty-four partners. It brings together three lighthouse cities: Rotterdam, Glasgow and Umeå and three fellow cities: Brno, Gdansk and Parma.

The project tests how to combine ICT, e-mobility and energy solutions to spur innovation, boost market uptake of smart solutions with higher energy and environmental standards and thereby reduce energy consumption, noise, CO₂ and pollutant emissions.

The project will create an electric vehicle charging hub, with a solar canopy on the roof of the multi-storey car park at Duke Street, with battery storage. Construction is in progress and should be completed at the start of 2022.

Area 6: Conservation, restoration and valuing of nature - The climate and ecological crisis are deeply interconnected, with human pressures on the biosphere worsening its ability to absorb CO₂ and protect us from the impacts of climate change through land degradation or ocean acidification. Therefore, conserving nature and restoring ecosystems – both directly here in the City, but also globally through the wider footprint of the economy, citizens and key systems such as food and the built environment is crucial for our long-term survival and prosperity.

Taking action here in the city by rolling out of nature-based solutions and expanding good quality green space has the potential to both store carbon locally and contribute to our net zero ambitions, and reduce the impacts of rainfall high temperatures, and heatwaves associated with a changing climate. As well as their roles as carbon sinks, and climate resilience, nature also provides wider benefits such as enhancing the quality of place whilst attracting business and investment. They also play a big part in people's health and wellbeing, improving mental health, improving air quality and providing space for physical activity – all of which underpin a healthy and productive workforce. At present, access to such benefits and protections is unequal, with access to green space linked to higher socio-economic status. This must change, expanding the benefits to those communities where the need and benefit is greatest.

In addition, we need to look at re-engineering our wider systems to design in alternative approaches which work with nature – for example the potential to increase the amount of wood in construction and engineer a new value chain in the City Region for the next 30 years.

Case Study: Trees as Infrastructure (Trees AI)

City Council (GCC) is partnering with NatureScot, the Scottish Government and Dark Matters Labs to develop TreesAI, an open source platform to map, value and finance urban forests. The initiative strives to establish nature as a critical part of urban infrastructure, alongside bridges, roads and rail, enabling investment, profitability and sustainability. The partnership, between Glasgow City Council and TreesAI, is exploring how to address the challenge of how the city of Glasgow will cope both with the upfront capital and, more importantly, the ongoing maintenance costs for sustaining trees in the future, by addressing barriers related to data, private funding, prices for ecosystem services, processes and skills. Doing so will help improve the quality of planting and maintenance to sustain trees and generate real environmental, social and economic benefits, helping the City finance the green transition and reach our climate targets.

Area 7: Tackling residual emissions - The City has committed to minimising its emissions, but it is likely that a chunk will remain, which will need to be addressed by carbon capture, usage and storage (CCUS), or through offsetting. The total amount of offsets needed will reduce over time, but we will need to ensure that as much of the benefits created through addressing remaining emissions are realised within the City Region.

For example, CCUS may have a role to play in energy from waste, creating negative emissions which addresses landfill, supporting the decarbonisation of industrial

Case Study: Clyde Climate Forest

The Clyde Climate Forest is a collaboration between Glasgow City Region, Scottish Forestry and several environmental NGOs which aims to plant 18 million trees across the region in the next decade as a response to the climate and ecological emergencies. In doing so the region's tree cover will increase by 3% and be a sink for carbon emissions and will be in-line with Scottish Government's Climate Change Plan.

In addition, the project will be a focus for mobilising citizen action to increase urban tree canopy cover and thereby make vulnerable urban communities more resilient to the impacts of climate change.

clusters⁹, or helping in the creation of hydrogen. Throughout the 2020s, we must improve our understanding of the likely remaining emissions that cannot be decarbonised and assess the options available to tackle them.

Area 8: Adaptation and resilience - Regardless of how quickly we eliminate emissions, Glasgow will see climate change continue to impact. Even if the Paris Goals are achieved, the next twenty years of warming are already locked in, and the City will need to adapt. Therefore, we must implement the Regional Adaptation Strategy in its entirety, building the resilience of the region's systems and places to the impacts of climate change.

Doing so will generate immediate economic benefits as it will reduce the impacts of extreme weather on the city's economy, whether this is to supply chains, locations of businesses, impacts on the workforce, or for households. However, while scenarios of future climate change to 2040 are broadly similar, they diverge rapidly after that, and so we must protect people and the city by making decisions which account for this uncertainty. Delivering Just Resilience¹⁰, by focusing on the most vulnerable communities and individuals, such as those with underlying health issues, or those on low incomes is a priority to ensure adaptation makes a positive contribution to improving their existing economic situation and wellbeing.

Early action must focus on a portfolio of interventions - targeting immediate economic benefits (low or no regret options) such by reducing current costs of extreme weather with improved early warning - reducing future 'lock-in' to climate risks in decisions today, such as considering climate risks when designing new infrastructure, building and land-use, due to their long life-times - and early planning to start preparing the ground for long-term risks (like sea level rise) to improve future decisions. The net zero transition will also deliver significant change, and so we must ensure that the transition itself is climate-proof (to the future climate), and that the synergies and trade-offs of adaptation and mitigation are well understood and planned for

⁹ Energy Systems Catapult (2020) *Energy from Waste Plants UK with Carbon Capture*
<https://es.catapult.org.uk/reports/energy-from-waste-plants-with-carbon-capture/>

¹⁰ Just Resilience is defined in Climate Ready Clyde's Adaptation Strategy and Action Plan as the process of addressing the social and economic inequalities created by the exposure to climate risk and the ability to deal with them. It also includes ensuring we also plan to ensure adaptation efforts themselves avoid increasing vulnerability.

Case Study: Glasgow's Smart Canal

This innovative, and award winning, project in the north of Glasgow, delivered by GCC, Scottish Canals and Scottish Water, uses the 250-year-old Forth & Clyde Canal and smart technology to reduce the impacts of climate change, and unlock 110 hectares across the north of the city for investment, regeneration and development.

The system uses weather data to predict heavy rain, and proactively lower a section of the canal by as much as 10cm ahead of the rainfall. Using the canal as a 'sponge' for runoff has allowed 2,500 new homes in locations by providing new drainage network capacity. The system is computer controlled and functions autonomously, 24hrs a day, with Scottish Canals and the council monitoring and managing the system remotely.

The smart canal also integrates with extensive blue-green infrastructure improvements at the Claypits Nature Reserve and new SuDS within each development site, providing green corridors for active travel and biodiversity, all within 20 minutes' walk of the city centre.

.4.5 Geographical focus

The focus of the Green Deal for Glasgow is on tackling the key systems associated with the areas outlined above. Therefore whilst the Green Deal will focus on delivering outcomes for Glasgow, depending on circumstances, such as the extent to which power is devolved, or the geographical scale, it will involve leading, shaping or participating in regional, national or UK approaches.

5. Our enabling framework

Delivering the Glasgow Green Deal will require the City to make the jump from incremental to transformational change. Programmes and initiatives in the focus areas above will need to engineer in the three linked objectives of the Mission into their design and delivery. To implement them successfully, we have identified an enabling framework of eight levers of change we think are needed. **Each of the areas of focus above requires use of a different mix of levers of change to achieve the mission.** To illustrate how they're already being applied in different contexts, we have set out some case studies in the next pages below:

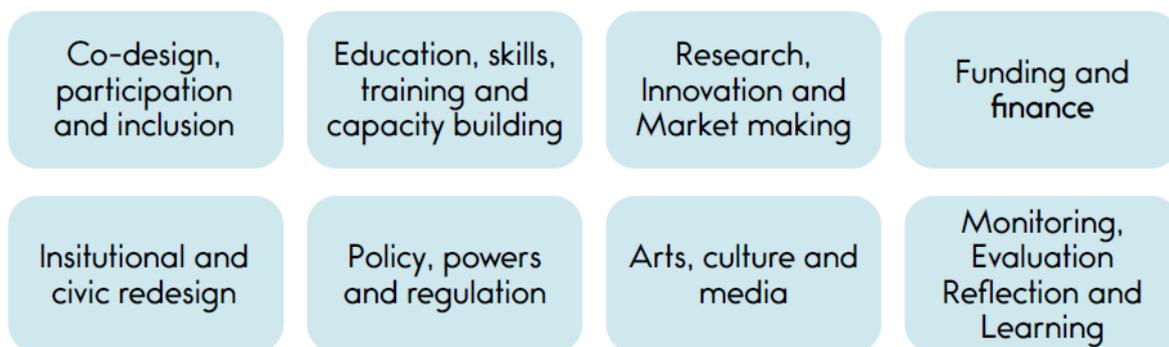


Fig 6. Levers of change for the Glasgow Green Deal

Box 1: The mission in action – Climate Neutral Innovation District

The University of Strathclyde and Glasgow City Council have developed a proposal for a £200m Climate Neutral Innovation District in heart of Glasgow. through a package of energy efficiency, renewable, sustainable mobility and adaptation and resilience measures.

The City and the University are now working together through Sustainable Glasgow. This could involve new organisations to take forward the development, such as a joint venture or special purpose vehicle, as well as private sector involvement. Early commitment to the project will incentivise skills providers to begin to cater for the future need, whilst the Council could use its new powers to designate areas for Heat Zones, and regulate air quality to create heat demand and help make the market At the same time, new financial models or the use of long-term patient capital could create long term, steady financial returns.

Lever 1: Co-design, participation and inclusion - Public support for action on climate change is extremely strong, with high levels of anxiety around climate change and low trust in Governments, especially from young people. But the scale of transition is large and will have a profound impact on people’s lives, as well as on businesses.

Case Study: COP26 Citizen’s Assembly

The Glasgow Climate Assembly was an opportunity for a representative sample of Glasgow residents to learn, deliberate and discuss a range of environmental issues effecting both them and their communities, including the green economy, home energy, green jobs and skills and food and diet. The Assembly has generated a number of recommendations which will help ensure Glasgow can benefit from the COP26 legacy and there can be a just transition towards net zero.

There are also citizens and businesses who are particularly at risk from the transition, or from the impacts of climate change. To ensure the City has a strong social mandate for the transition, citizens must have a high degree of control over how the Glasgow

Green Deal, and proposed investments and policies are designed and implemented, alongside the need to ensure the route map is technically feasible. This means placing them in positions of power, but also embracing participatory and deliberative methods throughout.

Lever 2: Education, skills, training and capacity building - Education and skills must be the cornerstone of the Glasgow Green Deal. We will need a small army of people to retrofit homes and offices, plant and manage trees and forests, and build and operate sustainable heating and transport. And many jobs that already exist will need to change. Over 40,000 people in Glasgow are already in jobs where upskilling is required, and 37,000 are in jobs which are likely to be in high demand in the move to net zero¹¹. With most of the workforce needed already in employment we must encourage people to retrain and create opportunities for the unemployed and those in jobs likely to be affected by the transition. Whilst we should plan for the transition, there will also be shocks to individual industries and businesses, and so we must also support people as it happens.

Case Study: Just Transition Skills Action Plan

In line with the Scottish Government's response to the Just Transition Commission, Glasgow City Council and Skills Development Scotland are working together on the creation of a Just Transition Skills Action Plan. The action plan will identify priorities to ensure the skills system equips people with the skills needed for the green economy, with a strong focus on those whose jobs are at risk from the impacts of climate change and the transition to a low carbon economy, including the most disadvantaged and the unemployed.

Lever 3: Research, Innovation, and market making - Research and innovation on net zero and adaptation plays multiple crucial roles in increasing the overall pace and scale of the city's mission. It can bring down costs, and overcome barriers to implementation, and identify and scale up new opportunities, including with new approaches and new actors. It can also support the development of new businesses, goods and services for businesses here in Glasgow, developing our own green economy. This requires an innovation cycle that involves piloting, testing and demonstration, but also review, evaluation and learning.

In addition to 'traditional' research and innovation, systems innovation can also reveal deeper, structural changes which can create the conditions for transition and transformation. Therefore, the city must encourage systems innovation, with

¹¹ Robins, N., Gouldson, A., Irwin, W. and Sudmant, A., 2019. *Investing in a just transition in the UK How investors can integrate social impact and place-based financing into climate strategies*. London School of Economics

connected portfolios of experiments piloting deeper changes to our systems, such as in governance, institutions, finance and culture to create pathways to transformation.

Finally, we need new markets. The City can help establish them through market making activities, such as by developing consumer demand for district and renewable heating, for the use of hydrogen or natural capital or by proposing structural changes to policies and regulations. Where the city participates in such activities, it will be on the grounds that such markets and solutions need to be accessible and fair to all.

Case Study: Climate Smart Forest Economy Programme

Glasgow City Region is participating in EIT Climate-KIC's Climate Smart Forest Economy Programme to maximise the carbon and economic benefits of planned woodland expansion in the region by increasing the proportion of wood in construction both within the City Region and beyond. It has worked with specialist carbon consultancy BeZero to assess the potential additional carbon storage such timber expansion could create, and have worked with local stakeholders to identify market making activity needed to create new employment opportunities and secure the supply chain, with less dependence on import and new income streams from exports.

Lever 4: Funding and finance - The City must seek to align the overall financial flows of Glasgow and the wider city region in a way which is compatible with the aims of the Paris Agreement, as part of the broader global efforts to ensure Paris-compatible development. The level of finance needed to deliver the mission goes beyond public finance alone and will require a broader range of partners and financial models. The Task Forces on Climate, and Nature-Related Financial Disclosure are beginning to shift private investment behaviours, and Glasgow can help accelerate this.

Firstly, public institutions must ensure their own budgets and the public finances are Paris aligned. This should ensure that all public spending by the City is in line with the mission objectives (and net zero ambitions), including a proportionate approach to climate risk assurance. Carbon prices should be included in development and appraisal of business cases.

Secondly, we must mature our finance approaches. Glasgow must increase the amount of direct public investment in public goods, where activity require or justify public investment. But public organisations must move to an investment mindset, working with investors and project developers to generate a pipeline of investable projects at a scale, using public finance to scale up blended public and private finance, and generate returns to investors, but also revenues for the City which can be reinvested. Such efforts must innovate to overcome the mismatch between the returns expected by these funds from traditional fossil fuels and mitigation and adaptation projects.

Finally, the City must work with Governments, businesses and the financial sector to create the enabling conditions for broader mitigation and adaptation financing by addressing the barriers understand and influence broader financial flows, through procurement, and facilitating inward investment as well as new financial products and services such as green savings.

Case Study: Developing Green finance in Glasgow City Region

Glasgow City Council has developed a new £30bn Greenprint for Investment, to connect City projects with impact or Environmental, Social and Governance, investors, helping align financial flows in the City with the Paris Agreement.

Glasgow Credit Union is also working in this way, developing a range of green financial products and services, in partnership with Glasgow City Council and other organisations, to mobilise some of its £200m+ of assets in support of the Green Deal. It is developing new energy efficiency loans and mortgages for its members with different interest and term options, enabling a more holistic approach to be taken by its partners as they consider solutions for multiple tenures and blocks of tenements with mixed tenure. It is also developing options to allow its members to contribute to Council-run environmental projects, with a longer-term aspiration of being able to invest directly in public sector activity in the City, in alignment with its underlying ethos.

Lever 5: Institutional and civic redesign - Whilst many of Glasgow and Scotland's institutions have endured significant economic and social transition and transformations, those institutions, structures and processes were not consciously designed in ways to meet objectives of equality, inclusion, emissions or climate risk reduction, which are now required for a meaningful Green Deal. The overlapping crises require systemic thinking, and action at the intersections of many, previously separate disciplines, silos and sectors.

Indeed, many of the most promising solutions to poverty, climate or economic prosperity have emerged from the margins. This need for structural change can be seen in the Scottish National Investment Bank, the UK Green Investment Bank, and the proposed Scottish Energy Agency. Similarly, the region has flourished from new and innovative partnerships and collaborations like Glasgow City Region Cabinet, Sustainable Glasgow, MGSDP, Clydeplan, Climate Ready Clyde and the Connectivity Commission.

Lever 6: Policy, Powers and Regulation - Delivering the mission requires a strong policy and regulatory framework across systems and value chains to drive corporate and consumer behaviour and unlock investment. In some sectors where significant transition is needed (e.g. energy and transport) the preferred solutions for a low carbon, climate resilient future are not fully clear, and in all cases, we need to consider multiple possible climate and socio-economic futures. It is also important that such frameworks are properly designed so that they protect consumers, make

substantial contributions to tackling poverty and inequality, and enable widespread participation.

At the same time, existing frameworks and policies are likely to need changes and updates to accelerate progress, to remove barriers and constraints, to address policy failures or allow flexibility. Examples include issues such as compulsory purchasing, or conflicts between traffic and flood risk management objectives in the use of roads.

Lever 7: Art, Culture and media - Culture and art have been powerful instigators of past change in the City and have the potential to be so again. From net zero football matches to climate operas which highlight the consequences of climate change, the sector has already been proving it holds the potential to catalyse change at the scale required.

Glasgow is home to significant numbers of cultural and media organisations. The Glasgow Garden Festival set in place a process of culturally led regeneration that has supported the city for decades, whilst institutions like Channel 4, the BBC and the Glasgow Times and Herald all have a role to play in informing the public, stimulating debate, and reporting on progress. Therefore we must harness our collective institutions and use creative practice to explore alternative futures, to inspire and enthuse people to participate in the Green Deal, to debate the solutions and to tell the stories of transition. At the same time, recognising the immense and intrinsic value of the sector, we must support the arts and cultural organisations to transition.

Case study: Glasgow Green Year

In 2015 Glasgow held a Green Year to promote its drive to become one of the most sustainable cities in Europe. While Glasgow narrowly missed out on becoming European Green Capital, the city chose to celebrate its journey from industrial powerhouse to sustainable city. With the emphasis on fun, inclusive yet educational activities, Green Year 2015 showcased the innovation and creativity of our Dear Green Place. Each month had a green theme linked to a programme of public events and school's education programme. Glasgow City Council worked with local environmental organisations, artists and community groups to encourage more people to get involved in sustainability projects and help make Glasgow a global leader in sustainability. The year delivered over 160 public events, along with internal events, conferences and workshops. One of the key successes was the role of art in actively engaging the Glasgow community with features such as; the Museum of Water, Youth Film Festival, Sustainable Development Goals workshop in collaboration with Creative Carbon Scotland, It's My Greener Glasgow school's art competition, and the Art in Climate Change initiative held at Glasgow Art School. The team also welcomed an artist in residence to support community and staff engagement throughout the year.

Lever 8 – Monitoring Evaluation, Reflection and Learning – Monitoring, evaluation, reflection and learning all play crucial roles in helping understand change, and the effectiveness of delivery, but are too often ignored or excluded. We must foster a learning culture that values and uses various types of knowledge to increase the impact of the Green Deal and to enable citizens to hold organizations to account through a process of monitoring and evaluation. In addition, building networks with like-minded places and learning from their successes and failures is a crucial element bring about similar levels of systemic change for net zero and climate resilience.

6. The benefits of the Glasgow Green Deal

Whilst the scale of investment needed for a Green Deal is a step change in existing investment approaches, delivered correctly it will create transformational benefits for citizens and the economy.

- **Ensuring a fairer and more equal economy:** If thinking on equity is embedded from the outset, climate action can play a strong role in reducing social and economic inequality – reducing energy costs, and the health and financial impacts of extreme weather on the most vulnerable.
- **Supporting regeneration:** Many of the measures, such as building retrofit, district heating, or sustainable drainage systems and green infrastructure also support wider regeneration of town centres and communities, improving the attractiveness of places to live and work.
- **Improving infrastructure performance and reliability:** Decarbonising our existing infrastructure, and building its resilience to climate change, increases its efficiency and reliability. It also helps provide low cost, robust infrastructure for residents and businesses. New green infrastructure, including nature-based solutions can add significant added value to the Region's economy.
- **Improving economic and business competitiveness:** Proper assessment and action by companies in the City Region of their physical and transition risks will benefit their competitiveness. Improving energy efficiency, eliminating emissions and building resilience of businesses (e.g. in business processes or supply chains) can reduce overall costs and improves productivity, profitability and reputation.
- **Increasing inward investment:** Businesses are increasingly factoring in the transition risks and physical risks from climate change into decisions about where to invest and locate. Climate action and policy certainty can ensure the Region remains and globally attractive place to invest and do business. In addition, significant investment is need for the net zero transition, which can also deliver major local benefits.
- **Job creation:** Much of the activity needed to decarbonise and build resilience of the City's economy is labour intensive and create many extra jobs in the supply chain. What's more, enabling activities such as green financing and Research and Development will also provide major opportunities to grow a more inclusive and productive economy.

Accelerating climate action towards the 2030 target has the potential to create over 14,500 extra jobs for the City Region. This assessment is based on a UK-wide investment of £48bn, suggesting the actual figures of job creation for Glasgow are likely to be much higher.

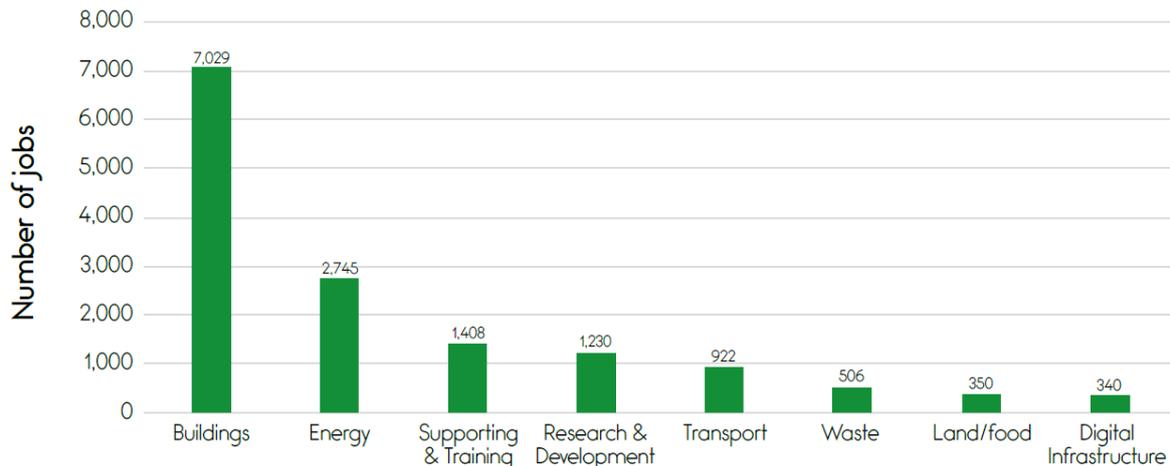


Fig 7. Job creation estimates for Glasgow City Region of an accelerated shift towards net zero by 2030. Source: Green New Deal UK (www.greennewdealuk.org/local-data-methodology/). Figures based on a UK investment of £48bn.

7. Paying for the Glasgow Green Deal

The shift to a net zero carbon and climate resilient economy has been shown to be affordable in broad economic terms¹². The Committee on Climate Change also highlights that much of the costs of the transition will be met by private finance. In the UK, there is currently £9.4 trillion under asset management¹³. Here in the City, Strathclyde Pension Fund has £26bn under management. For its own activities, the City Council can borrow from the Public Works Loan Board, or UK Infrastructure Bank or raise capital from debt finance.

Many Green Deal approaches at national scale rely on creating currency. Since Scotland is not a currency issuer, the City-scale economics and financing must take a different approach. Therefore, in bringing forward the Glasgow Green Deal, the City Region needs to answer three related questions:

- 1) Do the specific City investment plans make sense in broad economic terms?;
- 2) How do we raise the finance needed to deliver such a programme at scale?; and
- 3) Who pays for this investment?

Answering these questions requires a detailed set of investment proposals to explore. Whilst further work is planned to develop an agreed, costed plan for the Glasgow Green Deal, a snapshot of public investment needs in the areas outlined above based on a stocktake existing plans places this in the order of £30bn and is shown below. Whilst a large financial expenditure, this is only 15% of Glasgow's GVA over a ten-year period.

¹² Committee on Climate Change (2020) *6th Carbon Budget*

¹³ The Investment Association (2021) *Investment Management in the UK 2020-2021. Annual Survey.*

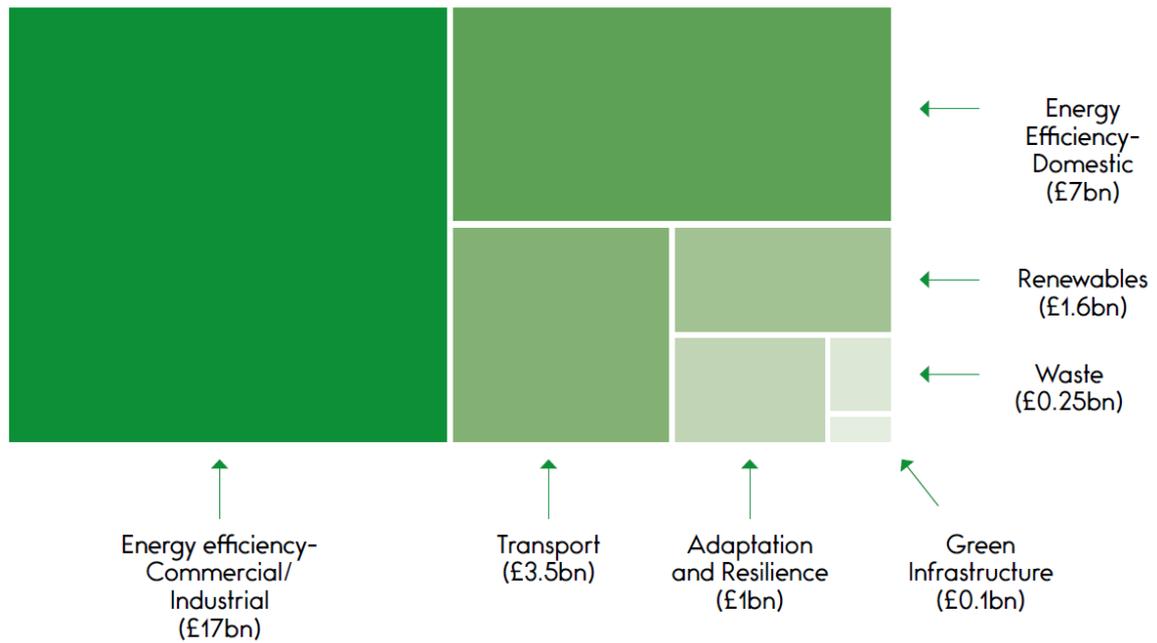


Fig 8. Indicative Investment Needs for the mission in Glasgow, £Bn (Sources: Internal analysis, and Eunomia, BwB for UK Cities Climate Investment Commission, forthcoming). Generated from existing City plans and strategies. Upper estimates used. Adaptation and resilience figures assume 3.5% uplift on net zero spend

7.1 Economic benefit

This scale of investment will generate a significant economic benefit, in terms of overall societal benefits (economic growth, health co-benefits) and benefits for the public finances (through VAT receipts, income taxes from job creation). Investments in mitigation and adaptation have benefits that far outweigh their costs, e.g. when expressed as a benefit to cost ratio, **which are much higher than traditional investments – up to £9 of economic return for £1 spent¹⁴**. Furthermore, there will be wider spill over benefits which create longer term gains. Structured properly, similar investments have been shown to pay for themselves in economic terms over a number of years¹⁵. Therefore, whilst further work is needed to demonstrate the returns to the City of a specific set of interventions, it is highly likely that designed appropriately, the Glasgow Green Deal will create significant short-run and long term economic value for the City and wider region.

7.2 Financing the Green Deal

Whilst in economic terms the Green Deal is likely to pay for itself, there are a significant number of challenges in the day to day financing of such investments.

¹⁴ PCAN for UK100 (2021) *The Economic Benefits of Local Climate Action (Forthcoming)*

¹⁵ Galvin, R, and Healy, N. (2020) *The Green New Deal in the United States – what it is and how to pay for it.*

These have been well documented¹⁶ including market failures, misalignment of costs and benefits, etc. and these necessitate intervention by the public sector to solve, including policy development to encourage private finance flows.

Therefore, in addition to a strong economic case, a detailed set of strategies will be needed to create the enabling environment. We think these will need to include:

1. Assessing the barriers to investments, identifying the case for intervention, and appraising the best approach to address these;
2. Improving public sector coordination and collaboration to help better align financial costs and co-benefits;
3. Adopting an investment mindset, and using returns from revenue-generating projects along with public investment to subsidise public goods, like adaptation;
4. Adopting blended finance approaches to share costs and benefits;
5. Using investment to leverage wider private sector action; and
6. Setting wider environmental conditions to steward broader city financial flows

Going forward, a specific priority will be to develop the economic and financial cases further to provide a robust underpinning to the overall Green Deal. How this will be taken forward is outlined in section 8 below.

8. Implementing the Green Deal

8.1 Citywide participation in the mission

Communities, citizens, businesses, sector bodies and trade unions must be at the heart of achieving the mission. Therefore, our approach needs to ensure they feel empowered and supported to take on the mission in a way which fits their own unique contexts, that there are numerous opportunities to participate in citywide action, and that their participation adds value to them. A key activity by the City will be to facilitate this process.

Even at this early stage, we have included a dedicated call to action for people and businesses to express their interest to participate in the mission.

8.2 Approach to external governance

The day to day arrangements of how the Glasgow Green Deal is delivered and governed will make a significant difference to whether it succeeds or fails in practice.

Glasgow already has a diverse range of partnerships and institutions designed to govern and facilitate different aspects of economic development, climate action, poverty and social justice. However, we are also keen to hear how appropriate existing governance mechanisms are to deliver the ambitions of the mission, and how

¹⁶ UK Cities Climate Investment Commission (2021) *Final report* (Forthcoming), Climate Ready Clyde (2021) *Resource Mobilisation Plan*

they could be reformed or improved to ensure they are more effective, meaningfully involving a wider range of groups and actors to champion action and ensure we achieve the mission.

Possible options for delivery could include one or more of the following:

- **Using the existing institutions, partnerships and delivery structures in the city to implement the mission;**
- **Reforming existing partnerships and structures – changing their scope, competencies or terms of reference; and**
- **Forming new institutions and governance – for example some cities have set up Green New Deal commissions, Climate Commissions or Just Transition commissions, working groups on city climate finance, or entirely new institutions.**

We will review the submissions on governance in light of the overall feedback on the call for views and the emerging tranche of institutions, including recently announced plans by Scottish Government for a National Energy Agency and the emerging UK Investment Bank.

8.3 Mission orchestration and support

To guide and support implementation of the Glasgow Green Deal, we are seeking views on establishing a Green Deal unit. Drawing on expertise resources from across the Council and wider city institutions and adding new capacity, the unit's purpose would be to orchestrate the mission by involving citizens, communities, businesses, public organisations and Governments. The overall implementation approach is shown below:

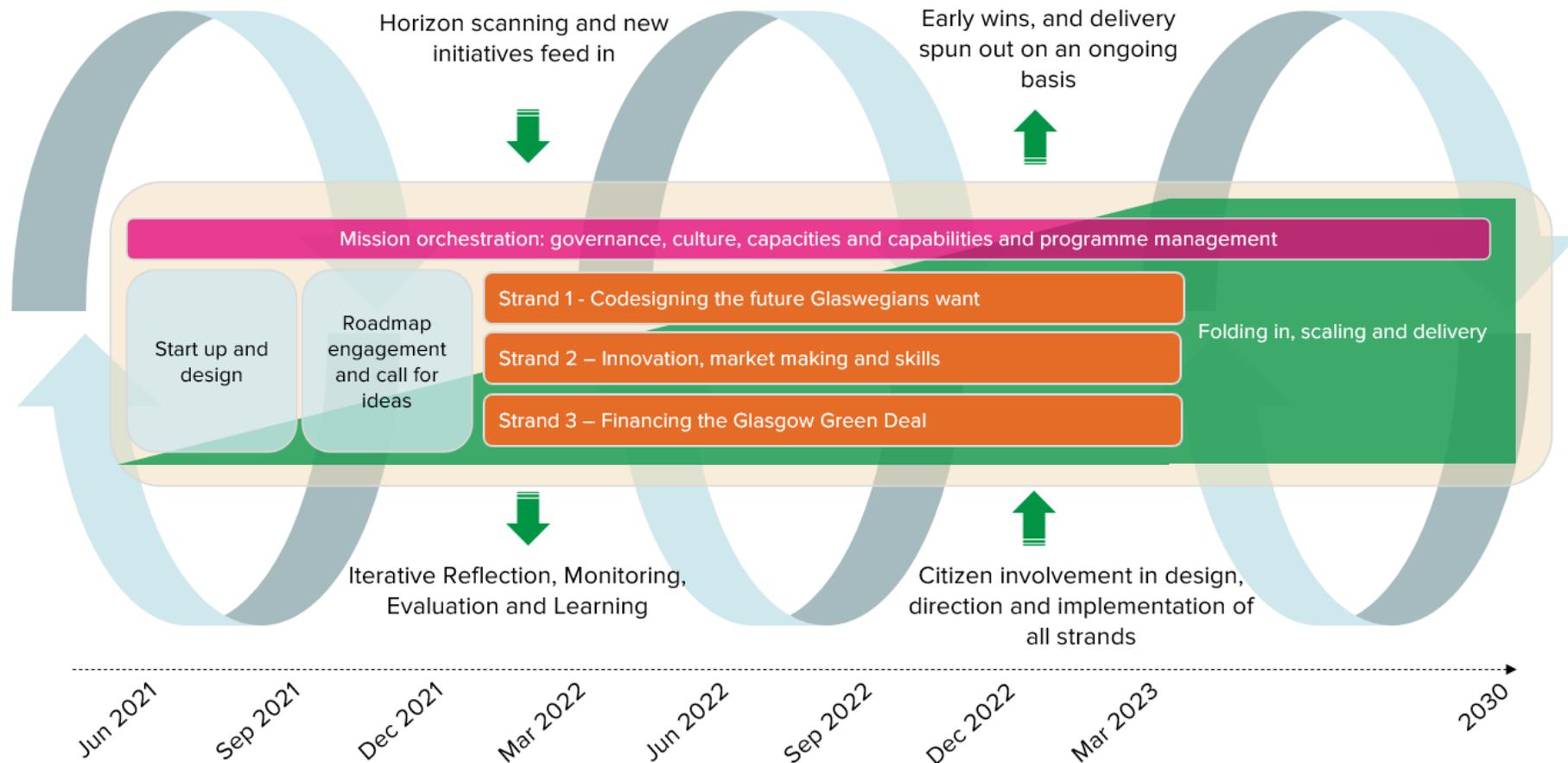


Fig 9. Outline implementation approach to the Glasgow Green Deal. Note: Activities presented as linear, but in reality there are many interlinkages across strands and adaptive feedback loops

The Green Deal Unit would also bring ongoing activity under the umbrella and guiding objectives of the Green Deal, develop underpinning evidence and resources to support the mission, and build the capacity and capabilities of organisations and individuals to lead the change. The programme area and indicative activities for each of the strands in the implementation approach are set out below, some of which are linked to existing activity in the Climate Plan:

Programme area and purpose	Indicative activities
<p>Co-designing the future Glaswegians want – co-designing pathways for the transition <i>to</i> secure societal consent for the Green Deal, inspire citizens and business to take part in its delivery, and ensure it provides a Just Transition and Just Resilience for all Glaswegians, so no-one is left behind.</p>	<ul style="list-style-type: none"> • Culturally led citizen, community and business engagement to understand how the Green Deal can work for them and identify bottom-up solutions. • Working with businesses and communities on solutions to specific challenges and barriers to action. • Codesign a full technical route map for Net Zero Carbon, aligned to Scotland’s indicative Nationally Determined Contribution (NDC) in consultation with citizens and business, considering the trade-offs between mitigation and adaptation. • Developing relationships and activities with Arts, Media and Cultural organisations to help proactively communicate and shape the city’s ambitions
<p>Innovation, market-making and skills – make Glasgow a hub for Scotland in developing new solutions, to establish new markets where needed, and ensure the City has the appropriate skills and capabilities.</p>	<ul style="list-style-type: none"> • Running Innovation calls to stimulate businesses and communities to develop systemic solutions to City Challenges. • Evaluating and removing barriers to scaling mitigation and adaptation activity. • Just Transition - Developing strategies and approaches which support industries and individuals at risk from the economic transition and impacts of climate change.
<p>Financing the Glasgow Green Deal - strengthening the economic case for the Glasgow Green Deal and ensuring enough appropriate funding and finance is available for its delivery.</p>	<ul style="list-style-type: none"> • Developing the economic case for the Glasgow Green Deal, including valuation of benefits and distributional and generational impacts. • Development of a Resource Mobilisation Plan • Reviewing and developing options to raise finance, secure external funding and investment • Creation of a Glasgow Green Deal blended finance fund • To consider how to ‘Paris-Align’ the existing City budget and economic development plans • Aligning Citywide financial flows with the Paris Agreement

Programme area and purpose

Indicative activities

Mission orchestration – supporting, enabling and inspiring citizens businesses, and communities to participate in the mission, and to coordinate activity to create an ecosystem of change and innovation

- Convening and involving public and private sector and communities to activate them in service of the Green Deal
- Identifying, developing and coordinating business cases
- Communication, engagement and cultural change
- Enabling delivery and scaling of projects and programmes – both directly and in collaboration with key partners, and the private sector.
- Reforming existing programmes and processes
- Training and recruitment to ensure the Council has the right skills, knowledge and experience.
- Providing the enabling conditions and policy certainty by aligning relevant policies and plan and influencing national and UK plans and strategies.
- Communicating and disseminating performance, updates on the development and implementation, and learning.
- Engaging with Scottish and UK Governments on regulatory and legislative reform.
- Ensuring effective monitoring, reflection, evaluation and learning.

9. Call for views, ideas and participation

Delivering the Glasgow Green Deal is one of the biggest challenges the City has faced. It is achievable, but it will rely on everyone – all citizens, businesses and public sector organisations - bringing your skills, expertise, capacity and resources to bear. Therefore, we are calling for citizens, businesses and community groups to get involved.

Help us shape our approach to the Glasgow Green Deal

This document sets out the initial thinking, information and case studies on what a Green Deal could look like in Glasgow. **Therefore, we are calling for citizens, businesses and community groups to get involved and shape our approach by answering the following questions:**

1. Does the Green Deal and its mission reflect the direction Glasgow should be working towards?
2. How can we ensure the mission creates a just transition - prioritising those most at risk of the transition, or the impacts of climate change?
3. Are the areas of focus for the mission right for the City? Do we have the balance right? What more could or should we be looking at?
4. Have we identified the appropriate levers of change to support the mission? Are there any that should be changed or that we have missed and why?
5. How should we govern the Green Deal? Are new institutions and structures needed to support implementation at this scale? If so, what are they, and why are they needed?
6. Are we adopting the right implementation approach? Would you suggest any changes, and if so, why?
7. Are there particular policies, regulations or investments the City (or others) should consider bringing forward as part of the Green Deal?
8. Are there particular policies and regulations that could be changed which could help deliver the mission? What could we (or others) change to make it happen?

You can submit your responses through the Call for Ideas form on the website.

Tell us your ideas for Glasgow Green Deal projects

We are keen to hear your ideas about what other initiatives we should pursue under the Green Deal, and what support you might need from the City to implement it. You can submit your ideas using the Call for Ideas form on the website.

Help us deliver the Glasgow Green Deal

Your community, organisation or business can help deliver the Green Deal by developing programmes and initiatives in the focus areas, aligned to the goals of the mission. You can tell us about them, along with what help and support you need to make it a reality by emailing glasgowgreendeal@glasgow.gov.uk. We can't guarantee we'll support all of them, but understanding your needs will help us prioritise and respond more effectively.

Raise awareness of the Glasgow Green Deal

You can raise awareness of the Glasgow Green Deal in your organisation, your community, including promoting it on social media, running events to discuss how to make it happen in your area.

10. Further information

For any further information, or to get in touch about collaborating, please email the Glasgow Green Deal team at glasgowgreendeal@glasgow.gov.uk.



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