



Glasgow City Council

City Administration Committee

Report by Angus Millar, Convenor for Climate, Glasgow Green Deal, Transport and City Centre Recovery

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GLASGOW GREEN DEAL OUTCOMES FRAMEWORK AND ACTION PLAN

Purpose of Report:

This report provides an update on the development of an Outcome Framework and Action Plan to deliver on the Council's ambitions set out in the Glasgow Green Deal.

Recommendations:

Committee is asked to:

- Consider the contents of the report;
- Approve the Outcome Framework and Action Plan; and
- Instruct officers to move forward with implementation.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes No consulted: Yes No

1 Background

- 1.1 In March 2022, the Environment, Sustainability and Carbon Reduction Committee (ESCRC) noted the progress with the Glasgow Green Deal roadmap, a 9-year mission to transform the economy to tackle the climate and ecological emergency. The report committed to producing an updated roadmap detailed project plan and timescales, as well as a log of the individual responses.
- 1.2. Since then, officers have worked to develop an Outcomes Framework and Action Plan to support the implementation of the Glasgow Green Deal, as well as progressing recruitment of the Green Economy Unit and implementation activity. This paper provides Members with an update on work to date and next steps for implementation.
- 1.3 The draft Framework and Action Plan was considered by the Neighbourhoods, Housing and Public Realm Policy Development Committee on 27th September 2022.

2. Glasgow Green Deal outcomes framework and draft action plan

- 2.1 To enable Council services and partners to implement the Green Deal and align their activities, and to allow appropriate measurement and scrutiny of progress, an Outcome Framework (Appendix 1) has been developed to inform an Action Plan (Appendix 2) that will help shape the activities developed by the Council and key stakeholders. This work has been developed through a deeper understanding of how Green Deals address socio-economic inequality to accelerate climate action, as well as through discussions with the Sustainable Glasgow Green Economy and Private Sector Hub.
- 2.2 The Framework sets out six outcomes, and six associated supporting activities which contribute to multiple outcomes. The Framework is specific about the changes that are needed, but broad enough for a wide range of partners to be able to undertake activities which align to it as the Green Deal gathers pace and momentum.
- 2.3 The draft Action Plan outlines the proposed actions the Council will take, in collaboration with key city stakeholders, to deliver the Glasgow Green Deal by 2025. It is focused on direct delivery activity, as well as wider enabling activity to facilitate other Council services and stakeholders across the city to play their role in the city's economic transition. The Action Plan will be a living document, updated and expanded over time to reflect the wider contributions of Council services and the public, private and third sectors to the Deal. A key focus of the Action Plan will be on addressing socio-economic disadvantage and supporting equality, given the recognition that such disadvantage can actively slow progress on climate action.

3. Progress to date

3.1 In parallel to the development of the Outcomes Framework and Action Plan, the Council has already taken forward a range of activities under each of the areas:

3.2 *Activity Area 1: Ensure the city enables and directs the transition by building capacity and changing attitudes and cultures.*

The Council has undertaken a range of activities to build the core competencies and capabilities of Economic Development to support the Green Deal and wider Climate Plan. This has included developing a unit purpose, functions and structure and beginning recruitment of the Green Economy Unit, with a first member appointed in July 2022.

There have also been efforts to build internal knowledge and skills to help engagement with businesses in the city. This has started with climate literacy training being rolled out for staff in Economic Development, with further targeted training for Business Advisers and managers, accredited by the Institute for Environmental Management and Assessment (IEMA). This work is now beginning to focus outwards, with the planned green business support programme and £500k grant for SMEs shortly due for launch.

3.3 *Activity area 2: Ensure a strong framework of support for people affected by the transition to a net zero, climate resilient economy.*

Early work in this space has focused on understanding the likely impacts of the transition to a net-zero, climate resilient city on jobs and livelihoods in the city and wider region. Economic Development has supported the creation of a regional Just Transition Skills Action Plan (JTSAP), identifying the sectors at risk where transition support and re-skilling and up-skilling will be needed. The draft plan is now with Glasgow City Region colleagues, and planning is underway for local implementation.

Through the Climate Smart Forest Economy Programme, the city has, for the first time, started to explore the linked economic and climate implications from changes in the forestry, manufacturing and construction value chains, identifying the trade-offs between carbon reduction and employment.

Finally, officers have supported the establishment of the Council's Just Transition Working Group, with the first meeting planned for the end of September 2022.

3.4 *Activity area 3: Mobilise capital so the city can meet infrastructure investment needs of the Glasgow Climate Plan and ensure wider flows are compatible with the Paris Agreement.*

A range of finance-related work has been undertaken with a view to developing a Glasgow Climate Investment Framework. This includes the development of a Green Budgeting approach to ensure consideration of

climate impact policies, proposals and investments as part of the Council budget process, as well as the creation of a city project pipeline, and identification of eight interventions to help the Council raise and deploy the capital needed to finance them.

Work has also been done around technical assistance support for projects, including connecting investors with at risk development capital to projects, securing in principle support from the UK Infrastructure Bank, and identifying UK SPF for future technical assistance.

3.5 *Activity area 4: Innovation – address the complex barriers to widespread decarbonisation and adaptation, by developing, showing, and scaling systemic solutions.*

Economic development has made good progress with the set-up of an innovation programme to support mitigation and adaptation activity. This has involved providing some small grants, as well as securing UKSPF to support a broader innovation portfolio. The city will also participate in the EU's Climate Neutral and Smart Cities mission, an EU innovation programme supporting Europe's 112 most ambitious cities to develop new solutions to reach net zero.

3.6 *Activity area 5: Mobilise a critical mass of businesses, community groups and citizens to support the transition and involve them in the politics needed for a new Green Economy.*

Discussions with a range of partners to discuss their engagement with the Green Deal has taken place. The Sustainable Glasgow Green Economy and Private Sector Hub will provide an advisory role on the development and delivery of the deal, with discussion having taken place with the Glasgow Social Enterprise Network, Strathclyde Pension Fund and Glasgow Credit Union to explore their roles.

3.7 *Activity Area 6: Build momentum by mainstreaming fair mitigation and adaptation through all economic development activity.*

Work is underway to ensure that all aspects of Economic Development have climate and sustainability at the heart of interventions, in recognition that the climate emergency crosscuts sectors and industries. To this end, a process of refreshing the criteria for grants across Economic Development, including a requirement to join the journey to Net Zero, has started. A dedicated Green Business Grant has also been developed and will be launched in the coming months.

4. Next steps

4.1 Officers will continue to work across the Council, and with key city stakeholders, to finalise the Outcome Framework and Action Plan.

- 4.2 The Action Plan will formalise the work underway. This will include setting delivery dates, action owners and will be published on the Council website.
- 4.2 Responsibility for the delivery of the Action Plan will sit with relevant Council services and partners, with oversight by Economic Development.
- 4.3 In terms of governance, overall progress towards delivery of the Action Plan will be reported to Elected Members via the relevant committee. Updates will also be provided to the Council's Climate and Sustainability Board, with use of existing structures to ensure that wider stakeholder engagement takes place, through for example, Glasgow Partnership for Economic Growth and Glasgow Economic Leadership.
- 4.4 As stated in the update paper considered by ESCRC in March 2022, progress on the overall Green Deal implementation will be published through development of a public-facing annual report.
- 4.5. Finally, conclusion of the Green Economy recruitment will take place towards the end of 2022, adding additional resource and capacity to support delivery of the Action Plan.

5 Policy and Resource Implications

Resource Implications:

<i>Financial:</i>	None. The costs associated with this action plan will be met through existing resources and UK Shared Prosperity Funding.
<i>Legal:</i>	There are no legal implications associated with this proposal.
<i>Personnel:</i>	There are no personnel implications associated with this proposal - the delivery of the action plan will be facilitated through the expansion of the Green Economy team and within existing Council services.
<i>Procurement:</i>	There are no procurement implications associated with this report.

Equality and Socio-Economic Impacts:

<i>Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.</i>	Yes. Outcome 1: An increased proportion of women, black and minority ethnic people, younger people, disabled people and LGBTI+ are supported to enter employment or training.
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What are the potential equality impacts as a result of this report?

The development of projects and initiatives in the green deal will be specifically designed to ensure a just and equitable transition to a net zero and climate resilient economy. Projects and programmes will be required to prioritise those groups and individuals most at risk of the transition, who are women, black and minority ethnic people, younger people, and disabled people

Please highlight if the policy/proposal will help address socio-economic disadvantage.

Yes, the proposal will help address socio-economic disadvantage across the city, in recognition of the need for a just transition, but also that such disadvantage is a barrier to more ambitious mitigation and adaptation action.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:

Yes, it contributes directly to action 16 – ‘Develop a Green New Deal for Glasgow, including a portfolio of investment projects and exploring new green financing models’.

What are the potential climate impacts as a result of this proposal?

The action plan has the potential to contribute to significant reductions in emissions and increases in resilience as a result of its implementation, since it aims to enable, support and amplify action of others across the economy.

Will the proposal contribute to Glasgow’s net zero carbon target?

Yes – the proposal will significantly contribute to Glasgow’s net zero target by supporting development of economic and financial aspects.

Privacy and Data Protection Impacts:

There are no privacy or data protection impacts arising from these proposals.

6 Recommendations

Committee is asked to:

- Consider the contents of the report;
- Approve the Outcome Framework and Action Plan; and
- Instruct officers to move forward with implementation.

Appendix 1: Glasgow Green Deal outcomes framework



Appendix 2: Green Deal Action Plan

Outcome 1: Organisations have a full set of competencies, capabilities and appetite needed for a new economic system

Activity	Action	Description
1. Ensure the city enables and directs the transition by building capacity and changing attitudes and cultures	1	Complete the rollout of Climate Literacy training across the Economic Development division
	2	Support the ongoing development of evidence on the environmental impact on the economy,
	3	Finalise the delivery and reporting arrangements for Green Economy-related elements of UKSPF
	4	Launch a Green Business Support offer to provide enhanced support and guidance to SMES
	5	Work with organisations across the city to scope collective capabilities needed for economic transition.

Outcome 2: Glaswegians are safeguarded through the transition to a net zero, climate resilient economy

Activity	Action	Description
2. Skills – Ensure a strong framework of support for all those affected by the transition to a net zero, climate resilient economy	6	Set up and support a Just Transition Working Group for the City Council
	7	Develop and run cross sectoral green skills programmes to support reskilling and upskilling in key industries including offsite manufacturing and construction, transport, district heating, housing retrofit and nature-based solutions

Outcome 3: Glasgow's finance systems and flows support an equitable and sustainable economy, through a programme of sustainable infrastructure projects

Activity	Action	Description
3. Finance – Mobilise capital so the city can meet investment needs of the Glasgow Climate Plan and ensure wider flows are compatible with the Paris Agreement	8	Complete the study on the economics and financing of the Glasgow Green Deal
	9	Set out and agree the Climate Investment Framework for Glasgow
	10	Implement a green budgeting approach into the Council's budget process
	11	Set up a project development facility to support the development of business cases for climate investment
	12	Set up a blended finance facility for investment in Glasgow City Region
	13	Coordinate an investor dialogue and market engagement on the city's climate investment needs linked to actions in the Glasgow Climate Plan
	14	Develop and explore the role of a range of public-private partnerships in the city's climate finance investment needs linked to actions in the Glasgow Climate Plan
	15	Develop and issue a Community Municipal Investment linked to actions in the Glasgow Climate Plan
	16	Participate in the Cities Commission for Climate Investment (3Ci) to standardise the investment process for councils
	17	Assess the viability of revenue raising powers from land value capture, with particular focus on a fund for new development and large-scale infrastructure projects

Outcome: Glasgow is where global solutions to the hardest challenges of decarbonisation and adaptation are found

Activity	Action	Description
4. Innovation – address the complex barriers to widespread decarbonisation and adaptation, by developing, showing, and scaling systemic solutions	18	Develop a city Green Economy Innovation Programme through participation in the EU Horizon Europe Missions and associated funding calls.
	19	Continue to develop a Climate-Smart Forest Economy Programme and associated forestry and construction value chains in Glasgow and the wider region.
	20	Build on existing activity underway across the City Council and wider Glasgow to establish a market making approach to hydrogen with Council teams, Scottish and UK Governments and public/private sector partners.

Outcome: The city's power is more equitably distributed and shared, with citizens having a significant stake in how it's governed

Activity	Action	Description
5. Mobilisation – mobilise a critical mass of businesses, community groups and citizens which support the transition and involve them in the politics needed for a new Green Economy	21	Develop a community mobilisation and involvement approach, based on systems maps of actors and their contributions to the Green Deal
	22	Develop and run a community grants programme to support development of the Green Economy
	23	Support the ongoing development of the action plan contained within the Circular Economy Route Map for harmful consumption, based around a new economic model of doughnut economics.
	24	Develop and agree a clear city-level governance structure for the Green Economy, including the roles of Sustainable Glasgow, GEL, GPEG and other partner groups

Outcome: Considerations of sustainability, climate and equity are standard in economic planning

Activity	Action	Description
6. Mainstreaming - Build momentum by mainstreaming fair mitigation and adaptation through all economic development activity	25	Launch a Green Business Grant to provide support with the capital costs of decarbonization for SMEs
	26	Assess the emissions impact of sectors in Glasgow's economy, and pilot development of a sector-level decarbonisation and adaptation study, before rolling out to other key sectors
	27	Refresh the funding criteria of all economic development grants to ensure that all support is net zero and climate resilience aligned