Item 4

10th November 2026

Glasgow City Council

Net Zero and Climate Progress Monitoring City Policy Committee

Report by Executive Director of Neighbourhoods, Regeneration and Sustainability

Contact: Gavin Slater Ext: 78347

UPDATE ON THE LOCAL HEAT AND ENERGY EFFICIENCY STRATEGY (LHEES)

Purpose of Report:

To provide Committee with an update on the Local Heat and Energy Efficiency Strategy (LHEES).

Recommendations:

The Committee is asked to:

1) Note the contents of this report; and
2) Request a further update in 12 months .

Ward No(s): Citywide: ✓

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

1. Introduction

1.1 The purpose of this report is to provide committee with an update on Glasgow's Local Heat and Energy Efficiency Strategy (LHEES). The report includes background information on the LHEES, an update on developments in the associated national policy landscape and a progress update on LHEES delivery.

2. Background

2.1 The concept of Local Heat & Energy Efficiency Strategy (LHEES) was introduced following Scottish Government consultation in 2017. This was followed by the Heat in Buildings Strategy published in October 2021 which confirmed that the introduction of area based LHEES are fundamental to the Scottish Government's approach to heat decarbonisation.

2.2 The creation of an LHEES brings together key priorities around the reduction of carbon emissions, improving the energy efficiency of domestic and non-domestic building stock and the delivery of affordable warmth. Preparing an LHEES requires local authorities to take a comprehensive and coordinated approach across sustainability, housing, energy and poverty policy areas, ensuring that actions address inequalities, particularly fuel poverty, while supporting a just transition to net zero carbon by 2030. This is especially important in Glasgow, where buildings contribute significantly to the city's total carbon emissions.

2.3 The production of an LHEES became a statutory duty for local authorities in May 2022 through The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022. This required local authorities to publish their strategy and associated delivery plans by the 31st of December 2023; renewal of both is required on a five-year cycle.

3. Glasgow's LHEES

3.1 Glasgow's LHEES was approved by the City Administration Committee in November 2023, with Glasgow City Council being the first local authority in Scotland to publish their LHEES. In January 2026, the Council published its Housing Retrofit Position Statement (HRPS) as a supporting document to help inform the ongoing development and delivery of the LHEES strategic priorities. This was presented to the Net Zero and Climate Progress Monitoring Committee in February 2026.

3.2 Emissions from gas, which heats 84% of domestic properties in the city, account for 38% of total emissions in Glasgow. The LHEES is therefore a critical piece of strategy to the overall ambition of becoming Net Zero by 2030. Glasgow's LHEES provides a citywide assessment of where interventions relating to the decarbonisation of heating and fuel poverty would have the greatest impact. Accompanying this is a delivery plan that identifies key actions aimed at progressing these interventions.

3.3 The overarching ambition of Glasgow's LHEES is to provide affordable, reliable and low carbon heat that helps the city reach its net zero carbon target in a just and inclusive manner by 2030. Successful delivery of this ambition will be achieved by focusing on reducing demand, decarbonising supply, and decentralising heating systems.

3.4 Glasgow's LHEES covers four key areas, each of which have been determined by an assessment of the challenges and opportunities unique to Glasgow's net zero heat transition. Developing each section involved spatial analysis and key actions are included in the LHEES to support their progression. These include:

- **Heat Networks.** The LHEES identifies 21 Indicative Heat Network Zones where high demand and low-carbon heat sources make networks most viable, supported by actions to address barriers to delivery. The zones identified in the LHEES have been included within City Development Plan 2, which is currently out to consultation.
- **Individual or Communal Heating Solutions.** The LHEES provides initial assessment on homes suitable for individual or communal heat pumps - while the HRPS strengthens the approach to responsible early heat pump deployment.
- **Poor Energy Efficiency as a Driver of Fuel Poverty.** The LHEES identifies affected areas and aligns them with funding to support practical action.
- **Pre-1919 Tenemental Properties.** The LHEES maps these hard-to-treat homes, while the HRPS sets out the Council's targeted retrofit strategy.

4. National Developments Since Publication

4.1 The national landscape on heat policy continues to evolve at pace in Scotland and the UK – both having a significant impact on the trajectory and focus of Glasgow's approach.

4.2 **Buildings (Heating and Energy Performance) and Heat Networks (Scotland) Bill.** The revised Bill was included in the Scottish Government's September 2026 Programme for Government. A November 2025 draft had been paused pending clarity on UK policy, including the Warm Homes Plan and energy price rebalancing. The Government intends to introduce the Bill within its first year.

The Bill is expected to set a framework for decarbonising heating by 2045, improve building energy standards and strengthen heat-network regulation, including mandatory connections for qualifying buildings in Heat Network Zones. Its delivery will depend partly on UK decisions regarding the cost and pace of moving towards low carbon heating systems. This may require the LHEES to be reviewed to align local priorities, Indicative Heat Network Zones and actions with the Bill's final requirements.

4.3 **Warm Homes Plan.** The UK Government launched its Warm Homes Plan in January 2026, aiming to accelerate the deployment of clean energy heating systems alongside reducing energy bills for citizens. The Plan includes provisions to offer grant funding for low-income or fuel poor households to install solar, insulation, and batteries. With low or zero interest loans being made available to all for similar interventions. A key objective of the Plan is the establishment of a Warm Homes Fund, which may see funding being made available to local authorities, for bulk-buying initiatives or community and co-operative led models. This may create new funding and delivery opportunities for LHEES actions on retrofit, clean heat and fuel poverty, subject to the funding available to Scotland and local authorities.

4.4 **Removal of Energy Company Obligation (ECO).** ECO, which funded insulation and heating upgrades for fuel-poor households through an energy-bill levy, will end in December 2026, after being provided an extension from an initial closure of March 2026. An October 2025 National Audit Office report identified serious failings, including installations that could worsen damp and mould. The Warm Homes Plan will replace ECO as the main mechanism for energy-efficiency improvements. This will require the LHEES delivery plan to revise funding assumptions and prioritise alternative routes for delivering energy-efficiency measures to fuel-poor households.

4.5 **Heat Network Technical Assurance Standards (HNTAS).** HNTAS, due to launch in January 2027, will introduce mandatory technical, performance and reliability standards for UK heat networks. Regulatory powers derive from the Energy Act 2023, with Ofgem appointed as regulator. Its introduction has prompted the Scottish Government to reconsider the separate licensing regime included in the Heat Networks (Scotland) Act 2021; reserved and devolved responsibilities are being considered through revisions to the Heat in Buildings Bill discussed at section 4.2. Glasgow City Council is working to register Dalmarnock Village with Ofgem by January 2027, as required of heat-network operators. Further Ofgem guidance is expected on compliance requirements, timescales and funding for existing networks. This will require the LHEES to incorporate HNTAS compliance, performance assurance and associated costs into the planning and delivery of existing and future heat networks.

4.6 **Energy Performance Certificate (EPC) Reform.** The UK Government and Scottish Government are both currently reforming the EPC system used to assess the energy performance of homes in England and Wales, and Scotland, respectively. A shared technical methodology (the Home Energy Model) will coordinate implementation across nations. The proposed reforms aim to move beyond an EPC rating based solely on a single energy cost metric towards a wider set of indicators that better reflect how well a property retains heat, how efficient and low carbon the heating system is, and what the energy costs are. This may provide a stronger evidence base for the LHEES to identify priority building types and areas, target interventions and monitor progress on energy efficiency, clean heat and fuel poverty.

5. LHEES Delivery Update Summary

5.1 The following section provides an update on progress made across Glasgow's Local Heat and Energy Efficiency Strategy since the last update report to the Net Zero and Climate Progress Monitoring City Policy Committee in November 2025.

5.2 Of the 25 Actions contained within the LHEES:

- 8 Actions are Blue (completed)
- 14 Actions are Green (on track)
- 2 Actions are Yellow (minor delay/issues)
- 1 Action is Red (major delays/issues)

A detailed update is presented in Appendix 3 of this report.

5.3 Due to developments in relation to the Model for Climate Investment[1] alongside developments in the national policy landscape (discussed in section 4 above), some of the timescales and action owners have been subject to change – something that will be considered in the 2028 LHEES review (per Scottish Government legislation which requires local authorities to revise LHEES every 5 years after publication).

6. Key Highlights in Last 12 months.

6.1 **Completion of the Dalmarnock Village Feasibility Study.** The Dalmarnock Village Heat Network Expansion and Decarbonisation Feasibility Study, commissioned by the Heat Network Support Unit on behalf of Glasgow City Council and undertaken by AECOM, assessed the opportunity to expand and decarbonise the existing Dalmarnock Village heat network whilst exploring the potential for interconnection with Clyde Gateway's heat network. Multiple different scenarios were considered for the study, which was completed in **June 2026.**The study concluded that expanding and decarbonising the network was economically viable, though viability depended heavily on the provision of grant funding and the use of the CHPs to the end of their operational life. The study identified opportunity to expand the network to domestic customers whilst maintaining a tariff that would not increase fuel bills relative to gas – an objective which currently is a key challenge facing the heat network sector in the UK. Outputs from the DV feasibility study are being used to inform the Model for Climate Investment by providing a reference on the economic potential for a heat network within one of the Indicative Heat Network Zones. As such, next steps for the DV study will be taken forward through the Model for Climate Investment programme.

[1] A separate Model for Climate Investment report is being presented at the same Committee session and provides the full progress update on the MfCI.

6.2 **Anticipated Optimisation Study.** Glasgow City Council is scoping options to improve the existing operational efficiency of the Dalmarnock Village heat network. This is being led by Asset Management with close engagement from NRS Sustainability to ensure that any measures undertaken are compatible with the wider strategic opportunity presented by the Dalmarnock Village in the context of the LHEES.

6.3 **Building Assessment Reports (BARs).** Glasgow City Council is developing bespoke software to automate its statutory submission of Building Assessment Reports (BARs) under the Heat Networks (Scotland) Act 2021. BARs assess whether public-sector buildings are suitable for connection to prospective heat networks. Given its substantial asset base, the Council developed the tool to streamline submissions and has undertaken significant work to clean and prepare compatible input data. Alongside being monitored directly as action L6 in the LHEES delivery plan, the action is also monitored through the Carbon Management Plan, with all BARs due for submission by December 2026.

6.4 **New Gorbals Housing Association Feasibility Study.** New Gorbals (NG) Housing Association has successfully secured funding from the Heat Network Support Unit (HNSU) to fund a feasibility study for their Gorbals Riverside District Heating project. The study will assess options to decarbonise their existing gas-powered district heating network which serves 308 homes and explore expansion to around 300 new-build homes, Glasgow Club Gorbals, and a few other offtakers. Potential heat sources include waste heat from Strathclyde Distillery and a water source heat pump using the River Clyde. The project aligns with Glasgow's LHEES as it is in one of the primary IHNZs (South 1). Glasgow City Council is engaging with NG Housing Association to provide support and strategic oversight to the project, which has yet to commence.

6.5 **Net Zero Cities - Battery Energy Storage Systems.** Through its membership of Net Zero Cities, Glasgow City Council has access to a range of expert technical and financial support. The Council is seeking assistance through Net Zero Cities to explore the potential role that Battery Energy Storage Systems (BESS) could play in supporting the decarbonisation of buildings while also helping to reduce fuel poverty. This work is expected to take place during 2026, with the potential to extend into 2027, and its findings will inform the revision of the LHEES. The work will consider both the potential role of large-scale thermal storage in supporting heat networks and the use of household-scale BESS to reduce energy costs and improve the affordability of heat pump operation.

6.6 **Nesta Study.** Glasgow City Council is working with Nesta, a research and innovation organisation which has a focus on the equitable decarbonisation of heat across the UK. The project is a four-month collaboration between Glasgow City Council and Nesta, running from May to August 2026, to test Nesta's local heat planning tool and guidance. It will identify potential low-carbon heat opportunities, support GCC to develop a targeted pipeline of projects, and generate learning that helps local authorities plan more independently and move from analysis towards delivery.

6.7 **Gren and the South Clyde Energy Centre.** Meetings have taken place with Gren to explore options for heat and power infrastructure crossing the River Clyde and to manage strategic alignment of Gren's plans with council ambitions set out in LHEES and Climate Plan.

7. LHEES Delivery Update – Stakeholder Engagement

7.1 **Heat Networks Memorandum of Understanding (MOU).** On the 9th of December 2025, the MOU (introduced in the previous LHEES Committee report, section 8.5) was launched at an event at the University of Strathclyde, hosted by Sustainable Glasgow's Green Infrastructure and Transport Hub (GITH). Representatives from over 40 Glasgow-based organisations attended the event. The MOU aims to provide a mechanism for initial connection dialogue with big building owners in key areas of the city, whilst also building investor confidence by demonstrating the connection appetite of signatories.

7.1.1 Since its launch, twenty-two (22) organisations have signed the MOU, committing to continue to engage with the Council's emerging plans for heat network deployment and consider the content of a connection agreement when one is offered. Metered data from these organisations alongside data from the Scotland Heat Map indicates that around **735 GWh** of heat demand is now covered by an MOU, with **79%** of this located within IHNZs across the city. A map showing all non-domestic signatories of the MOU is included in Appendix 1. Social housing stock covered by the MOU is not included in the Appendix 1 map for data protection reasons, however statistics on social housing MOU coverage is presented in Appendix 2 below.

7.1.2 **Glasgow Recycling and Renewable Energy Centre Feasibility study:** For the previously completed techno-economic feasibility study into deployment of a heat network in Polmadie supplied by the Glasgow Recycling and Renewable Energy Centre (GRREC), discussed in section 6.2 of the previous LHEES Committee report, Glasgow City Council now has **100% of the heat demand**[2] included in the core connection scenario covered by the MOU. This is an important milestone and progress checkpoint given the strategic importance of the GRREC as a heat supply in the city rollout of heat networks. **Appendix 2** provides a table showing heat demand per Indicative Heat Network Zone, per tenure type, covered by MOUs.

7.2 **Sustainable Glasgow Partnership.** Glasgow City Council continues to utilise the SGP to enable engagement of stakeholders across the heat in buildings sector.

- **Green Infrastructure and Transport Hub (GITH).** The GITH continues to act as the vehicle to encourage owners of large buildings to sign up to the MOU discussed above in section 7.1.

[2] This includes Glasgow City Council buildings which are assumed as within scope for connection.

- **Heating and Housing Hub (HHH).** In May 2026, the HHH held a session focused on what the rollout of heat networks meant for Glasgow citizens, a different focus to the GITH remit of focusing on large offtakers. The session was attended by 31 individuals including some Glasgow City Region local authority representatives. The session had presentations from Ofgem and DESNZ on upcoming heat network regulations and also from the Danish Board of District Heating who presented on the experience of Danish citizens in relation to heat networks.

7.3 **Internal Engagement and Policy Alignment.** Whilst NRS Sustainability lead the LHEES programme - officers continue to engage closely with several internal teams within the Council including:

- Economic Development
- Housing
- Asset Management
- Planning
- Finance/Legal/Procurement
- Infrastructure Team

8. LHEES Delivery Update – Housing

8.1 In 2026, Glasgow City Council published its Housing Retrofit Position Statement (HRPS), as a supporting document to the statutory LHEES. The HRPS highlights key thematic priorities and identifies a series of early and supporting actions that provide a clear and practical pathway to improve the energy efficiency, condition, and sustainability of Glasgow's homes whilst delivering a reduction in heating-based emissions. The alignment of the HRPS and LHEES into one strategy is a key action for the revision of the LHEES in 2028.

The HRPS is focused on achieving three priorities:

8.1.1 **Warmer, more affordable to heat pre-1919 tenements.** The **Warmer Tenements Glasgow** initiative aims to coordinate repair and retrofit support for 68,000 pre-1919 properties. Its repair-first approach provides technical guidance on first-step energy efficiency measures, alongside tailored finance and trusted installers. This lower-risk, lower-cost model protects traditional homes, reduces energy use and supports the delivery of the LHEES, which has a focus on pre-1919 tenements.

8.1.2 **More heat pumps in homes.** GCC, in collaboration with industry stakeholders, are delivering the first phase of a Heat Pump Accelerator programme targeting willing-to-pay homeowners in around 17,000 larger homes. It aims to reduce heating-based emissions while work continues to reduce risks for lower-income households and flats to decarbonise their heating alongside the developing plans on heat networks.

8.1.3 **Supporting warm, energy-efficient homes for those most in need.** Council funding and policy continues to target energy improvements in poorly insulated homes affected by fuel poverty. Delivery will continue through the Area Based Scheme, Social Housing Net Zero Heat Fund and Warmer Homes Scotland, while the Council seeks replacement Scottish Government funding following the closure of ECO, which will end in December 2026 after being given an extension from an initial date of March 2026.

9. Summary of Next Steps

9.1 Over the next 12 months, the following developments are expected in relation to LHEES delivery:

- The **Model for Climate Investment** will complete the Outline Business Case and Financial Business Case which will support decision making on which financial and governance arrangement between GCC and a prospective private sector partner will support the equitable deployment of heat networks at scale and pace in line with the LHEES.
- Glasgow City Council will complete its statutory function of submitting **Building Assessment Reports** for all GCC and ALEO assets.
- The **Dalmarnock Village** heat network will be registered with Ofgem and plans will develop regarding requirements for future regulatory compliance and optimisation of the network.
- Glasgow City Council will complete the **Nesta Local Heat Planning Tool** pilot and begin to consider how outputs can be used to inform further strategy development.
- The **NetZeroCities** report on the opportunity of **Battery Energy Storage Systems (BESS)** will be completed, with outputs being used to inform further strategy development.
- Glasgow City Council will continue to increase the number of **MOU** signatory organisations – focusing on owners of large buildings, with large asset portfolios, located in Indicative Heat Network Zones (IHNZ).
- **New Gorbals Housing Association**, with GCC support, will complete its techno-economic feasibility study into an expanded heat network in IHNZ “South 1”, which will consider recovering waste heat from the Strathclyde Distillery, with outputs supporting wider heat network deployment via MfCI. Outputs will provide greater insight into the opportunity for district heating in this area of the city, supporting the wider Model for Climate Investment programme.
- The Council will work with industry experts and local stakeholders to produce and publish technical guidance for homeowners on “first-step” energy efficiency measures for pre-1919 tenements and will continue to develop the **Warmer Tenements Glasgow** delivery ecosystem.

- The Council will prepare a full business case for the **Heat Pump Accelerator** and begin the first phase of delivery, with the aim of significantly increasing heat pump installations across Glasgow by 2030 and beyond.
- The Council will continue to strengthen its understanding of Glasgow's least energy-efficient homes and households most affected by fuel poverty and will **maximise and target available grant funding** to deliver energy efficiency improvements.
- A high-level outline of Glasgow City Council's position in relation to **the revision of the LHEES** (required by 2028, per Scottish Government legislation) will be presented as part of the LHEES annual update to committee.
- Meet with Scottish Government to discuss approaches to unlock funding allocated for heat networks and to support associated retrofit.

10. Policy and Resource Implications

Resource Implications:

Financial:	There are no new financial implications arising from the report.
Legal:	It is a legal requirement for the Dalmarnock Village Heat Network to be registered with Ofgem by 26th January 2027.
Personnel:	The delivery of the LHEES has been managed through current staff resources within the Sustainability and Housing Teams.
Procurement:	No procurement issues raised by this report

Council Strategic Plan: This project supports Grand Challenge 3 **-** Fight the Climate Emergency in a Just Transition to Net Zero:

- Mission 2: Become a Net Zero Carbon city by 2030

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2025-29? Please specify.	Yes. The delivery of the LHEES supports Equality Outcomes. Progress towards decarbonising heat in Glasgow will require the creation of new training and employment

What are the potential equality impacts as a result of this report?	One of the aims of the LHEES is to help reduce fuel poverty rates across Glasgow. Action to mitigate high fuel costs is likely to benefit all equality groups.
Please highlight if the policy/proposal will help address socio-economic disadvantage.	A reduction in fuel poverty across the city via the development of local heat networks and improved energy performance of housing.

Climate Impacts:

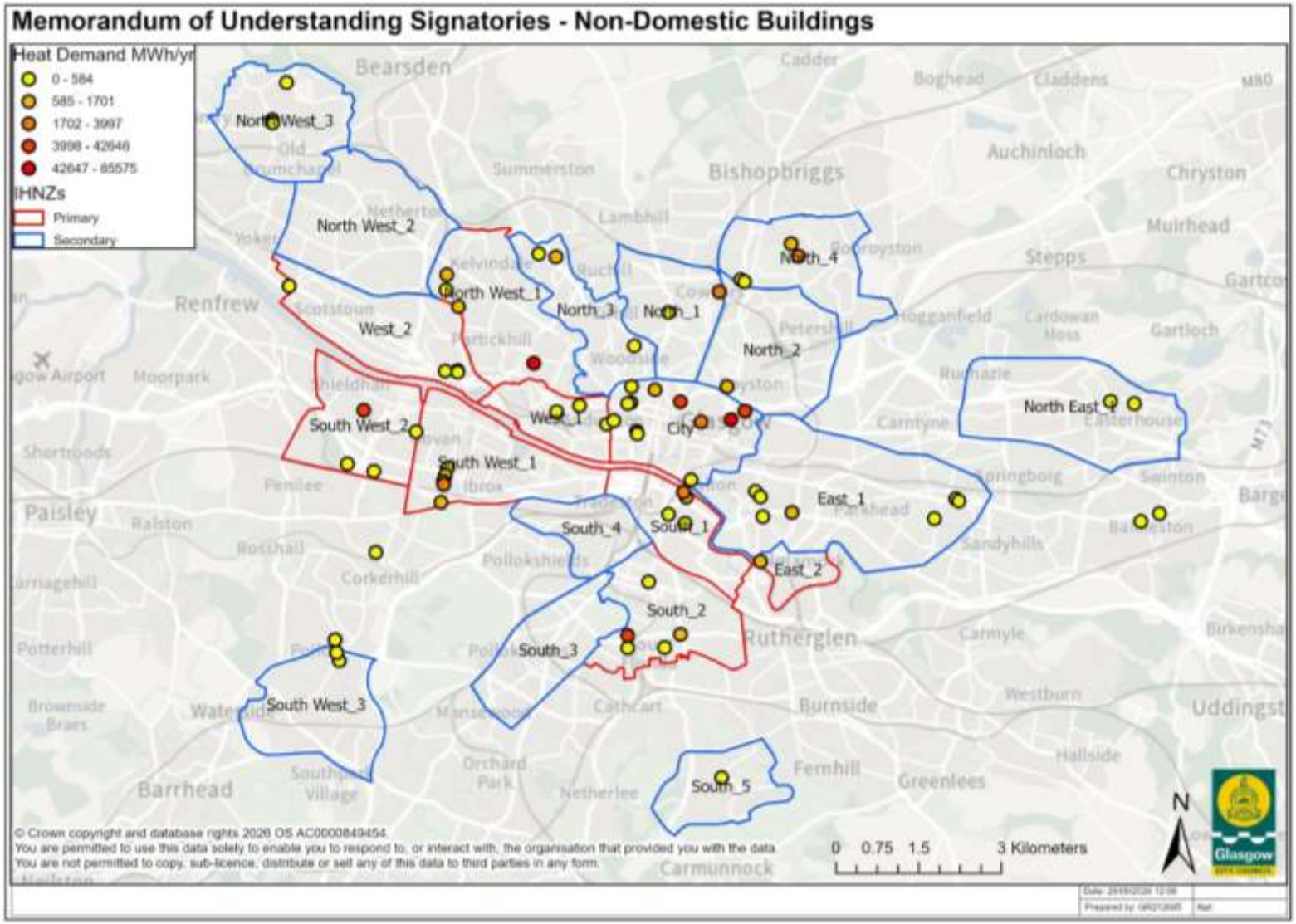
Does the proposal support any Climate Plan actions? Please specify:	Yes. The LHEES supports the ambition of the Climate Plan and the need to reduce carbon emissions relating to Glasgow's built environment. In reducing emissions from heat and improving energy efficiency, the LHEES will broadly support the Climate Plan and Glasgow's journey toward net zero carbon by 2030. Specifically, it supports Objective 1: Actions 1, 2, 3; Objective 2: Action 1; Objective 3: Actions 1,2,3,4.
What are the potential climate impacts as a result of this proposal?	A reduction in carbon emissions relating to the heating of buildings by reducing demand for heat and decarbonising supply of heat. Support will be provided to the green economy in the form of job creation and increased green investment into the city.
Will the proposal contribute to Glasgow's net zero carbon target?	Yes. By reducing emissions relating to the built environment, the LHEES will have a direct positive impact on Glasgow's net zero carbon target.
Privacy and Data Protection Impacts:	Not directly applicable to the report. Any data used is either publicly available or will be transferred under the jurisdiction of a Data Sharing Agreement between project partners.

11 Recommendations

The Committee is asked to:

1) Note the contents of this report; and
2) Request a further update in 12 months.

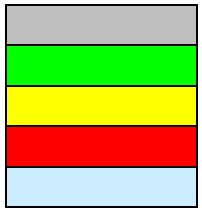
Appendix 1 – Map of non-domestic MOU signatories



Appendix 2 – MOU: Heat Demand, Tenure Type and Indicative Heat Network Zone coverage

	Heat Demand (MWh)			
Area	**Total**	**Public (including further education)**	**RSL**	**Private**
Total across Glasgow	735,009.31	278,760.98	455,352.11	896.21
Total in IHNZs	577,986.58	275,176.13	301,914.24	896.21
City	126,398.60	115,182.22	10,488.69	727.69
East 1	40,919.34	2,388.15	38,531.19	0.00
East 2	1,847.68	1,229.06	618.62	0.00
North East 1	20,707.54	759.69	19,947.84	0.00
North West 1	70,297.53	69,620.55	676.97	0.00
North West 2	34,640.78	0.00	34,640.78	0.00
North West 3	19,312.18	735.33	18,576.85	0.00
North 1	17,312.72	4,135.46	13,177.25	0.00
North 2	24,364.25	1,110.08	23,254.17	0.00
North 3	12,746.35	3,437.53	9,308.82	0.00
North 4	29,583.68	3,684.71	25,898.97	0.00
South West 1	21,281.02	4,924.70	16,356.32	0.00
South West 2	48,410.66	43,597.52	4,813.14	0.00
South West 3	11,457.53	537.02	10,920.51	0.00
South 1	18,519.41	3,415.25	15,104.16	0.00
South 2	25,706.17	19,261.51	6,276.14	168.52
South 3	15,586.43	0.00	15,586.43	0.00
South 4	4,994.22	0.00	4,994.22	0.00
South 5	13,910.53	397.06	13,513.47	0.00
West 1	322.27	248.57	73.70	0.00
West 2	19,667.71	511.72	19,155.99	0.00

Appendix 3 – Progress Update on LHEES Delivery Plan



Not started
On Track
Minor delay/issues
Major delay/issues
Complete

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
L1	Evaluate delivery models for deploying heat networks in Glasgow, including establishing an energy partnership, and agree development route	Identify the most practical and feasible mechanism for delivering heat networks in Glasgow considering – • GCC risk appetite • GCC investment capacity • GCC investment appetite • Market appetite	Work is progressing on understanding the correct Climate Investment Model for Glasgow. The project team are in the process of completing the Outline Business Case (OBC) taking into consideration the information received from the market following the recent Prior Information Notice (PIN) responses. In addition, further work is being completed to inform the role of insurance within the model to fully assess the best model for the council. The team are progressing forward with assessing the short list of commercial vehicles. Community Municipal Investment – Glasgow has completed the third raise of Community Municipal Investment (CMI) in Sept 2026. A lesson learned exercise for the CMI will be scheduled and a business case created for the strategic approach going forward.	Establishment of appropriate model for delivering heat networks in Glasgow. Launching of procurement to deliver preferred model.	
L2	Initiate techno-economic feasibility studies for all primary indicative Heat Network Zones	Initiate techno-economic feasibility studies for all primary indicative Heat Network Zones. A prioritisation list will be developed for sequencing of feasibility works. Primary zones will be prioritised first whilst supply opportunities are clarified for secondary zones. Where opportunities are identified, secondary zones will be reclassified as primary and proceed to feasibility. This action will help to clarify specific	The techno-economic study assessing IHNZ East 1 is now complete. This study examined the opportunity to expand and decarbonise the GCC owned Dalmarnock Village heat network. Results indicate this opportunity to be economically viable. Assessment of all IHNZs, including some techno-economic modelling, alongside phasing analysis completed via the HN Strategic Vision report. Techno-economic study complete for South 2 IHNZ (containing the GRREC). Existing work completed for the city centre via Climate Neutral Innovation District (CNID) remains within scope. New Gorbals Housing Association, in partnership with GCC, have received funding and are commencing techno-economic feasibility study assessing the opportunity for an expanded heat network, supplied via the Strathclyde Distillery, within IHNZ South 1. Other stakeholder including Clyde Gateway and the University of Glasgow continue to undertake modelling into heat network opportunities within	Completion of feasibility studies relating to the primary Indicative Heat Network Zones (IHNZs)	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
		Heat Network Zones for formal designation.	key IHNZs. Further techno-economic analysis is anticipated to be progressed through the Model for Climate Investment programme.		
L3	Commence development of business cases for all zones where heat networks have been determined as a feasible heat decarbonisation pathway	Upon the completion of techno-economic feasibility studies, develop zone specific business cases. Indicative Heat Network Zones that show the most potential will be prioritised. This LHEES serves as the citywide strategic business case.	This action will be progressed through the MfCI.	Completion of business cases for all primary Indicative Heat Network Zones (IHNZs)	
L4	Initiate development of a full business case for a heat network in Indicative Heat Network Zone South 2 and City	Build on the recently completed techno-economic feasibility study for harnessing surplus heat from the GRREC to develop a full business case for a heat network in indicative Heat Network Zone South 2. Build on the development of the Climate Neutral Innovation District by initiating development of a full business case for City Indicative Heat Network Zone. This action will help to clarify specific Heat Network Zones for formal designation. Heat Network Zones will be subject to a Strategic Environmental Assessment at the point of designation.	This action will be progressed through the MfCI. Full techno-economic feasibility study completed for South 2 and existing work on City through the Climate Neutral Innovation District remains in scope.	Initiation of full business case development for Indicative Heat Network Zones 'South 2' and 'City'	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
L5	Ensure that the upcoming Net Zero Roadmap is developed in conjunction with the zone-specific outputs of the LHEES	Ensure LHEES zone specific outputs are landed into the upcoming Net Zero Roadmap. This should involve a more integrated assessment of the wider impacts on energy systems should heat networks be implemented in the zones, including an assessment on the interaction between retrofit and district heating.	Action complete. NZRM utilised analysis and policy positions within the LHEES to inform outputs. NZRM now completed and has been completed in full alignment with the LHEES.	Completion of a Net Zero Roadmap that incorporates the outputs of the LHEES.	
L6	Complete Building Assessment Reports (BARs) for required GCC owned buildings	Complete Building Assessment Reports for required GCC owned buildings, prioritising those that are of a high suitability for heat network connection and are located within indicative Heat Network Zones. Facilitate and support other public sector organisations in Glasgow to discharge this duty.	Glasgow City Council has been developing a bespoke software tool to expedite its statutory duty of submitting Building Assessment Reports (BARs) to the Scottish Government, per the Heat Networks (Scotland) Act 2021. The purpose of BARs is to support heat network development by requiring public sector organisations to submit an assessment of the suitability of their stock to connect into a prospective heat network. Having a significant asset base, Glasgow City Council determined to develop software to automate this process. This has also required significant effort to clean up the input data required to ensure its compatibility with the software platform. This action is also being monitored through the Carbon Management Plan, which has a completion date of December 2026 for submission of all BARs.	Number of BARs completed. Improved 'confidence per MWh' level within Indicative Heat Network Zones.	
L7	Facilitate and support public sector organisations to discharge their duty to complete BARs	Create a generic email for BAR submission to GCC. Engage with public sector organisations to facilitate BAR submission	Received BARs from following organisations SEPA, Historic Environment Scotland, Glasgow Clyde College, Clyde Gateway, Police Scotland, Royal Conservatoire of Scotland. GCC is engaging with public sector bodies through MOU initiative to engage public bodies on their programme for BARs submission. NRS Sustainability officer has been named as appropriate contact for BARs submission.	Number of BARs completed. Generic email created. Improved 'confidence per MWh' for submitting organisations heat demand data.	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
L8	Work with the non-domestic sector in Glasgow to promote the voluntary submission of BARs ahead of expected national legislation	Promote the voluntary submission of BARs for non-domestic buildings, prioritising those within indicative Heat Network Zones. This will refine the heat network zoning process as per the regulations and allow for building prioritisation based on suitability and connection interest from high heat consuming properties GCC will work with organisations and groups already engaged with the non-domestic sector, such as the Sustainable Glasgow Board and the Chamber of Commerce, to facilitate delivery.	GCC hosted an event in December 2025 to launch its heat networks MOU. Through engagement with stakeholder on becoming signatories to the MOU, GCC is raising the potential for them to submit BARs. This work is being done to ensure alignment with the Scottish Government legislation on BARs, which they have indicated may be extended as a statutory function wider than just the public sector, which it is at present.	Number of non-domestic BARs completed. Improved 'confidence per MWh' level within Indicative Heat Network Zones.	
L9	Quantify the maximum potential for heat extraction from the River Clyde to support identification and legal designation of Heat Network Zones where the River Clyde is the primary supply option.	Build on the recently completed assessment of the renewable heat extraction potential in the River Clyde and incorporate the findings into the development of techno-economic feasibility studies and business cases for indicative Heat Network Zones where the River Clyde presents as a key supply opportunity. This will be delivered in cognisance of the work being undertaken to better quantify the River Clyde as a supply opportunity for the Climate Neutral Innovation District though will consider the river as a whole.	This action is complete. The HN Strategic Vision consultancy work provided analysis as to the maximum potential of heat extraction from the River Clyde. This included consideration of how the Clyde could be used as a primary heat source across multiple Indicative Heat Network Zones.	Completion of technical feasibility studies for all Indicative Heat Network Zones within proximity of the River Clyde that include the potential to extract heat from the river.	
L10	Quantify opportunities for low carbon or renewable heat supply in Glasgow where	Work with relevant stakeholders to quantify the renewable or low carbon heat opportunities in Glasgow to support the development of techno-economic feasibility studies and business cases for indicative Heat	This action is complete. The HN Strategic Vision consultancy work provided supply side analysis across all Indicative Heat Network Zones. This included an assessment of geothermal, energy from waste, water source heat pumps, heat recovery from (i) wastewater (ii) distilleries (iii) laundrettes and (iv) bakeries. This analysis also included an energy balancing assessment which considered the supplies available in the context of the demand proximate. The opportunity for	Quantified assessment of the potential for renewable or low carbon heat supply for use in the production	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
	potential is less clarified including, though not limited to: • Deep geothermal • Heat from mine workings • Heat from wastewater treatment plants/ wastewater network • Ground Source • Other sources of waste heat	Network Zones. Including, though not limited to: • Deep Geothermal. incorporate the outputs of the recently completed pilot study into the potential for deep geothermal heat extraction. • Mine Workings. Work with the Coal Authority to produce a geospatial database highlighting any potential locations suitable for the extraction of heat from disused mine workings. • This work will consider the outputs from the current project to develop a 3D Mine Map being delivered by the University of Strathclyde • Wastewater. Utilise Scottish Water Horizons recently launched tool for analysis of heat potential from the wastewater network to clarify supply opportunities within secondary indicative heat network zones. • Work with Scottish Water Horizons to clarify the opportunity to extract heat from the Shieldhall Wastewater Treatment Plant. • Geothermal. GCC will work internally with our Geotech team to provide initial ground suitability for heat pump install within indicative heat network zones. • Other Sources of Waste Heat.	deep geothermal will be taken forward through the Model for Climate Investment.	of technical feasibility studies for all Indicative Heat Network Zones. Reclassifying of secondary Indicative Heat Network Zones to primary.	
L11	Embed the LHEES Delivery Plan into the Climate Programme to ensure appropriate governance established	Update the Climate Programme to include the LHEES Delivery Plan This will be presented to the Climate Board to ensure buy-in across all GCC service areas	This action is complete. The revised Climate Plan was published in May 2026 and is aligned with the LHEES.	Updated Climate Programme	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
L12	Embed the LHEES into the upcoming Climate Change Engagement Framework	Include LHEES engagement considerations within the upcoming Climate Change Engagement Framework. This should include mapping and phased engagement of potential customers within Heat Network Zones alongside a citywide communications campaign to raise the profile of district heating in Glasgow.	This action is complete, with recent engagement activity below: • The Sustainable Glasgow Heating and Housing Hub has agreed to develop public outreach and awareness raising for heat networks and low carbon heating as one of its priority actions. • A successful Glasgow City Region Retrofit Action Week (RAW) was held in February 2025, engaging more than 500 participants. A biennial programme is proposed to engage both professionals and homeowners and accelerate the uptake of home energy efficiency and decarbonisation measures. • Glasgow continues to use its heat networks MOU to initiate engagement with potential offtakers – with 22 organisations signing at present, covering over **6735 GWh** of heat demand across the city.	Production of a Climate Change Engagement Strategy that considers engagement relating to heating-based emissions.	
L13	Incorporate LHEES outputs into the development of the Community Renewable Energy Framework (CREF)	Ensure that opportunities for community heating schemes are included in the upcoming CREF being delivered through the Climate Plan. This will have a direct link to the delivery areas identified for the On Gas Grid LHEES Consideration	This action is complete as the CREF has been officially launched. CREF applicants can propose community heating schemes. Community involvement in renewable heating is also being considered through the Model for Climate Investment.	The publication of a framework for community renewable energy schemes that incorporates considerations around community heating schemes.	
L14	Work with GCC Climate Finance Framework to identify investment into required infrastructure. This will include identification of funding streams including though not limited to - the Scottish National Investment Bank and the Strathclyde	Work with organisations including, though not limited to, SNIB and SPFO, 3CI to develop better understanding on how to leverage finance at scale for large scale district heating or energy efficiency projects. This action will be delivered through the GCC Climate Finance Framework.	This action is being progressed through the Model for Climate Investment initiative, which is scoping sources of patient public sector capital to support its ambitions. See update for action L1.	Annual updates on successful investments will be brought to Committee	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
	Pension Fund Organisation				
L15	Initiate the production of an options appraisal report for the ownership and future development of the existing heat network at the Dalmarnock Village (Formerly the Commonwealth Games Athlete's Village)	Develop an options appraisal report in conjunction with GCC Asset Management and Vital Energi to assess, though not limited to – • Future ownership models • Pathway to decarbonising the heat network including increased operational efficiency and decarbonised supply	GCC has recently completed a techno-economic study into the expansion and decarbonisation of the GCC-owned Dalmarnock Village heat network. The study included sensitivity analysis on the potential operational efficiency improvements that could be achieved for the DV heat network. GCC are now considering funding options for an optimisation study for the DV heat network to understand, ahead of any future expansion and decarbonisation, what measures could be taken to improve the operational efficiency of the DV heat network. An update on this work will be brought to Committee for the next LHEES update. RAG status changed from yellow to green.	Decision on ownership model of Dalmarnock Village heat network. Options appraisal report highlighting potential routes to decarbonisation.	
L16	Ensure the LHEES is embedded into the development and delivery of Council policy on energy, housing, planning, and development.	Work with GCC partners to ensure the LHEES is embedded into the delivery of the - Local Housing Strategy - Housing Retrofit Strategy and Delivery Plan - City Development Plan - Carbon Management Plan • Climate Plan	**Housing Retrofit (Housing Retrofit Position Statement)** NRS Sustainability and Housing continue to work closely to deliver the shared priorities of the LHEES. NRS Housing published the Glasgow Housing Retrofit Position Statement (2025) in January 2026. This is a supplementary document to the LHEES, Local Housing Strategy and Climate Plan. The HRPS highlights key thematic priorities and sets out a series of early and supporting actions that provide a clear and practical pathway to improve the energy efficiency, condition and sustainability of Glasgow's homes. Delivery efforts are focused on three key priorities: • Pre-1919 tenement improvement • Heat pump accelerator • Tackling poor fabric efficiency as a driver of fuel poverty. **City Development Plan 2 (CDP2)** Glasgow's City Development Plan 2 (CDP2), approved in June 2026, integrates the LHEES and specifically, proposals around heat networks, through its "Spatial Objective 4: Energy Efficiency and District Heating". The relationship between	Publication of strategies relevant to the LHEES with the ambitions of the LHEES embedded within them. The Glasgow Housing Retrofit Position Statement was published January 2026, which is a supplementary document to the LHEES/Local housing Strategy	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
			CDP2 and LHEES is intended to be reciprocal, with each informing the other. CDP2 can incorporate LHEES findings by identifying areas for heat network infrastructure, energy centres and thermal storage; recognising heat network zones; and encouraging the co-location of high-heat-demand developments with low- and zero-emission heat sources. Rather than introducing a separate Glasgow-specific heating and cooling policy, the Council considers the existing National Planning Framework 4 (NPF4) Policy 19 on Heating and Cooling sufficient to support LHEES ambitions, while recognising that further Glasgow-specific planning guidance may be required as national policy develops. The strategy also identifies the potential for energy-centre sites and links LHEES implementation to wider climate and development planning. Overall, CDP2 provides a planning framework through which LHEES priorities can influence the location, design and infrastructure of future development, supporting the expansion of heat networks and Glasgow's transition to low-carbon heating. **CMP3** The LHEES was successfully embedded within the CMP3, which include actions to complete Building Assessment Reports, an exploration into future options for the Dalmarnock Village alongside commitments in relation to GCC-owned buildings within Indicative Heat Network Zones. **Asset Management/GCC Energy Optimisation** The Estate Energy Optimisation Programme (EOP) continues to work closely with the Local Heat and Energy Efficiency Strategy (LHEES) team to identify and assess suitable council assets located within designated heat network opportunity zones. This collaborative approach is helping to prioritise buildings with the greatest potential for decarbonisation through connection to future district heating infrastructure, while supporting wider decarbonisation objectives across the Council's operational estate. In parallel, the programme is progressing energy efficiency improvements, building performance monitoring and decarbonisation planning to inform investment priorities for our operational estate.		

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
			Climate Plan Glasgow's Climate Plan, approved in May 2026, is closely aligned with the LHEES and supports heat decarbonisation and the reduction of fuel poverty. The plan prioritises transitioning to low-carbon heating solutions, such as district heating and targeted energy efficiency retrofits, especially for those most at risk of fuel poverty. It ensures that decarbonisation efforts do not increase fuel bills, directly addressing affordability. By integrating LHEES actions, the plan targets both emissions reduction and social equity, aiming for warmer, more efficient homes and protecting vulnerable residents from rising energy costs, thus supporting a just transition and tackling fuel poverty.		
L17	Identify opportunities for project development across local authority boundaries.	Work with regional partners such as Clydeplan and Glasgow City Region alongside relevant bordering local authorities to identify scope for projects that may exist across authority boundaries.	GCC and South Lanarkshire Council are funding research during 2026/27 to inform the proposed Heat Pump Accelerator programme. Regional projects and programmes are being considered in the context of the Model for Climate Investment. GCC continues to engage with GCR member authorities to scope opportunities for cross border alignment.	Identification of LHEES related opportunities that exist across local authority boundaries.	
L18	Develop a local authority ECO-flex scheme	GCC will work with partners to develop an ECO-Flex scheme for Glasgow which will allow the city to maximise on the funding opportunity presented by ECO	RAG status changed from amber to red. The UK Government Autumn Budget Announcement in 2025 confirmed that the ECO programme would end in March 2026 with no replacement. An extension to December 2026 was provided to finish approved projects. Neither the UK nor Scottish Governments has confirmed whether additional funding will be made available to Scotland to replace ECO funding. GCC will continue to liaise with Scottish Government to confirm if any additional funds will be made available, and, if so, by which funding programmes or delivery mechanisms.	Liaise with Scottish Government to confirm substitute funds and funding mechanisms following the end of ECO in Dec 2026.	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
L19	Develop a Housing Retrofit Strategy that focuses on addressing poor energy efficiency in pre-1919 tenement	Work with partners in Housing to support the development of a pre-1919 strategy and ensure that this utilises and builds upon the LHEES	This action is now complete. Glasgow City Council is currently establishing a coordinated, city-wide approach to improve the repair and retrofit of the city's 68,000 pre-1919 tenement properties through its *Warmer Tenements Glasgow* initiative (WTG). The programme adopts a *repair-first approach,* providing homeowners with technical guidance on a range of *first-step energy efficiency measures* and, over time, a developed ecosystem offering tailored funding, finance and a trusted supply chain of installers and materials. This approach offers a lower-risk, lower-cost, pathway to reducing energy demand and improving thermal comfort at an individual property level, whilst safeguarding Glasgow's traditional housing stock. It also provides a practical route to warmer, more affordable homes as wider decarbonisation and clean heat solutions continue to evolve. WTG is founded on a highly collaborative, cross sector partnership approach that has been recognised across the retrofit sector as a leading example of an archetype-led model for improving and preserving traditional tenements. while supporting Glasgow's net-zero ambitions.	HRPS (2025) published January 2026 with Pre-1919 Tenement Retrofit as a thematic priority. Warmer Tenements Glasgow initiative soft launched to professional stakeholder networks in Summer 2026 Warmer Tenements Glasgow Technical Guidance to be released by Summer 2027 (Q1 2027/28). Ongoing development of wider ecosystem supporting pre-1919 tenement repair and retrofit.	
L20	Direct funding and advice for retrofit through EES:ABS and wider funding sources into Delivery Areas identified within the LHEES.	Ensure that the EES:ABS programme and other funding/programme opportunities are maximised and continue where feasible in conjunction with business as usual. Utilise the Delivery Areas identified for the Poor Energy Efficiency as a Driver of Fuel Poverty consideration in the LHEES.	ABS project areas continue to be identified in line with Scottish Government ABS criteria to deliver energy efficiency measures within the lowest SIMD areas and qualifying council tax bands to address fuel poverty in the city. Data analysis for project identification is carried out using the Affordable Warmth database developed in-house by NRS Housing. ABS projects are currently being delivered in 4 areas: Penilee, Househillwood, Cleeves and citywide for BISF/2CB property archetypes. Tender process underway for South Carntyne and North Pollok. Review of tender documentation allows project delivery to continue beyond initial contract numbers which supports grant drawdown maximisation Working in partnership with HES and the Wise Group complements the delivery of ABS providing behavioural change advice, income maximisation, tariff and fuel	Amount of EES:ABS funding spent. Number of properties successfully treated. Positive impact on fuel poverty in targeted properties.	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
			bill advice and where appropriate an advocacy service to address fuel debt and repayment. This provides households with a holistic approach and addresses fuel poverty during the delivery of ABS. GCC intends to work cross-department (LHEES, Housing, Financial Inclusion/Poverty team) to better quantify and understand poor fabric as a driver of fuel poverty and the interventions to tackle it. Area Based Schemes funding will be utilised in conjunction with Social Housing Net Zero Heat Fund (SHNZHF) and the Private Sector Housing grant to maximise the rollout of energy efficiency and heat decarbonisation measures across Glasgow.		
L21	Run all Delivery Areas identified in the LHEES through Energy Saving Trust's Portfolio Energy Asset Tool (PEAT)/	Run all identified Delivery Areas through PEAT analysis to better quantify those areas that present the highest opportunity	The analysis of home retrofit delivery potential provided in the HRPS has moved beyond the PEAT-OR scenario tool, to take a more nuanced approach to identifying and designing responsible clean heat and energy efficiency delivery options tailored to Glasgow's specific housing and household types. This has included the development of: - the Heat Pump Accelerator – a market development initiative to boost heat pump installations and reduce carbon emissions. Initially targeting willing-to-pay, owner-occupied, high heat load houses out with IHNZ's. - the Warmer Tenement Glasgow initiative, which is focusing on first-step energy efficiency works for pre-1919 tenements, and - alleviating fuel poverty by targeting grant funding towards the coldest homes in low-income areas, prioritising fabric first measures through programmes such as ABS and SHNZHF. As such, the intention of this action – to understand retrofit costs and opportunities across the city using various tools – is being progressed through actions included within the Housing Retrofit Position Statement. A new action will be required to enable the reporting on the Heat Pump Accelerator programme and other bespoke interventions being pursued.	Completion of PEAT analysis for all LHEES Delivery Areas	
L22	Publish updated guidance and support to the public via the Council Website relating to fabric-based interventions,	Ensure that the Council website has a dedicated information page, developed in partnership with other organisations, relating to how residents can reduce their demand for heat and decarbonise their heating systems. This will include links to relevant sites	LHEES FAQs were uploaded to the GCC LHEES webpage in January 2026, alongside an online map showing the Indicative Heat Network Zones (uploaded July 2026) Several online resources have been developed and published with further future updates planned. Current online resources include: - Affordable warmth webpage - HRPS webpage	Publication of content on GCC website. Number of interactions on webpage:	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
	including finance options and EPC targets.	to ensure accurate information is provided without the need for continuous review. This will include novel information on heat networks and the potential benefits.	- Warmer Tenements Glasgow YouTube presentation More generally, GCC is exploring the development of homeowner Information and advice services and public outreach to support delivery of pre-1919 tenement workstreams, and the Heat Pump Accelerator Early Actions. First step technical guidance for pre-1919 tenement retrofit is currently being collaboratively developed and is due to be disseminated around Q2 of 2027.	*HRPS Webpage* February 2026 (48 views) *HRPS Presentation* February 2026 (97 views) *Warmer Tenements Glasgow initial scoping details* published July 2026 (150 views) *LHEES FAQs,* January 2026 (25 views) *LHEES IHNZ Online Map,* July 2026 (142 views)	
L23	Support the Glasgow City Region to explore the challenges and opportunities presented around regional housing retrofit delivery	Explore the opportunities and recommendations of the following upcoming reports: Scottish Enterprise work on regional supply chain capacity, Skills Development Scotland's CESAP, and interim and final reports from the Scottish Government's Green Heat Finance Taskforce.	GCC is a member of and continues to contribute to GCR Housing Retrofit Delivery Group (HRDG) effort, including collaboration on: - Information advice and support services/ One-stop-shop/ Retrofit Agencies - Digital Platforms - Retrofit Action Week - Sharing learning from Combined Mayoral Authorities in England	Updates on the work of the Regional Housing Retrofit Delivery Group will be delivered to the Glasgow City Region Chief Executive's Group	
L24	Continue to implement a large-scale energy efficiency programme aimed at retrofitting the highest consuming buildings in the	Continue with an energy efficiency retrofitting programme for public sector buildings and complete at least 25% of the highest consuming buildings in the council estate.	During the 25/26 FY, Glasgow spent just over £4.63m on energy efficiency projects across their estate, covering the retrofit of approximately 23 buildings. The Estate Energy Optimisation Programme (EOP) continues to work closely with the Local Heat and Energy Efficiency Strategy (LHEES) team to identify and assess suitable council assets located within designated heat network opportunity zones. This collaborative approach is helping to prioritise buildings with the greatest potential for decarbonisation through connection to future district heating infrastructure, while supporting wider decarbonisation objectives across	Number of buildings retrofitted. Amount of energy saved from fabric improvements.	

Action ID	Action	How We Will Get There	Status update – November 2026	Measurable outcomes	RAG
	council estate, ultimately applying to all non-domestic buildings.		the Council's operational estate. In parallel, the programme is progressing energy efficiency improvements, building performance monitoring and decarbonisation planning to inform investment priorities for our operational estate. Proposals for the large-scale retrofit of GCC assets is being explored in conjunction with the Model for Climate Investment.		
L25	Work with small businesses via Business Gateway to provide advice and support aimed at reducing energy consumption and improving energy efficiency.	Ensure business advisors explain energy issues to 75% of businesses they support	This action, which aims to provide energy advice to businesses in Glasgow, is being delivered through GCR-led initiatives aimed at developing a consistent Glasgow City Region approach on Green Business Support. The initiative, called ExtendPlus, was established in partnership with the University of Strathclyde, and funded through the Shared Prosperity Fund. Over the 12 months of the ExtendPlus programme, a total of 345 businesses engaged with the ExtendPlus team and 288 Carbon Baseline Assessments were undertaken across Glasgow City Region. An evaluation of the intervention was concluded by the GCR Intelligence Hub, capturing the impact and lessons learned associated with this project. Outputs are being used to inform further planning on engagement with small businesses on energy-related topics.	Number of businesses engaged with in relation to energy. Number of engagements with GCC/Business Gateway.	