

Vision: Clyde Gateway's vision is of a dynamic and sought-after city location with a strong community, which attracts major investment, has established itself as one of the foremost places in the West of Scotland to live and work, supporting Glasgow's ambition to be a world class city region in a fair, inclusive and sustainable way embracing Scotland's net zero ambition

Timescale for Action Plan: April 2023 – March 2024


Scope of Action Plan: Full Business Case plus 7 interventions

#### 1. Strategic actions

What is the strategic fit (CG, local, regional and national), what is the policy context, how does CG want to affect change?

Action number	Description	Output	Owner	Timescale/ update
1.1	Key policy review and mapping matrix – CG business plan, local, regional, national to include: Delivering a Sustainable Glasgow Together (Charter), City Region Innovation Accelerator, Just Transition, Draft Energy Strategy, Climate Emergency Skills Action Plan, National Planning Framework 4 etc	Mapping matrix – CG current position against each policy and potential alignment (to support ToC)	NS  MM	Ongoing Jan 2024 – review Scotland Beyond Net Zero  Reviewed Scottish Government Innovation Strategy 2023 – 33 Clyde Gateway is in under Built Environment Transition. - Complete
1.2	Matrix/ cross reference – CG GRID with 3 Glasgow Innovation Districts	Spreadsheet with key data is here: <a href="#">Innovation Districts - Glasgow Region</a>	MM	Completed August 2023
1.3	Identify gaps and based on 1 <sup>st</sup> principles if CG should address these (cost/ benefit – see appraisal in section 2)			September 2023
1.4	Set TNZ vision and strategic aims (having taken policy and current activity inc. GRID into consideration)	SMART Vision statement  Test vision statement with Board	NS  NS	Complete  June 2023
1.5	Prepare TNZ logic model and impact assessments based on interventions (sections X-Y)			August 2023

1.6	Establish (where possible) CG data sets that are granular enough to be meaningful and useable to measure progress and impact (short/ medium/ long term)	Determined number of key indicators (possibly 7 to match 7 themes plus overarching CO2 reduction – if possible at micro level?)  SE Innovation diagnostic and subsequent action plan with SMART objectives may provide metrics for GRID.	NS	Ongoing  Sept – Oct 2023  Diagnostic session Nov 23  Action Planning Jan- Mar 24
1.7	Establish comparators – geographic (Scotland, City Region, GCC, SLC and 2-3 areas with similar demographics and significant capital investment (Sighthill? Freeports). Green Investment Portfolio (what is already on it, how do we compare, how do we get on it etc).	Summary of key comparisons including projects, demographics and datasets.  Use of LHEES for commercial and capital comparisons.	NS	Ongoing  Sept - Oct 2023  LEEHS submitted to SG by end 2023
1.8	Visit comparators- inc. 3 Innovation Districts, Michelin Innovation Park etc  Identify other models with “environmental” or “community” credentials that could be visited/ lessons learned.  Visit FE/HE institutions to understand innovation and pipeline of investment.  Determine appropriate questions to ask across 7 themes.  Potential to link to Scottish Enterprise visits in July – get their perspective/ lessons learned for each	Visits complete and lessons learned reports produced.  Discussion with SE Innovation team, resulting in a CG GRID Innovation Plan  Visit to NMIS at AMIDS and follow up actions identified	ALL  NS  NS/ All	August – December 2023  Diagnostic session complete (Nov 23)  Action Plan – Jan – Mar 24  September 2023 (visit complete)
1.9	Determine appropriate and proportionate reporting requirements for programmes and projects, frequencies and “so what” case study/ lived experience outcomes	By theme or by CG Goal (do minimum option): Pre project Green impact assessment (GCC template may be suitable – Jamie to source)	NS/ JS	Ongoing  Jan- Mar 24

		Post project completion  Pre/ mid programme  Needs to align with 1.6		
1.10	Climate Change Committee <a href="http://www.theccc.org.uk">www.theccc.org.uk</a>	June 23 progress Report to Parliament indicates UK falling behind net zero targets. Policy development continues to be slow.		 Progress-in-reducin g-UK-emissions-202:

## 2. Socio- Economic actions


What are the costs/benefits to society as a whole, what is the baseline and how do we measure impact/ success or failure?


Action number	Description	Output	Owner	Timescale/ update
2.1	Based on logic model and proposed interventions, commission baseline socio-economic appraisal.  Set milestones for review and evaluation – impact assessments (model will vary depending on programme/ project)	Brief for appraisal EIA  Evaluation calendar	NS  NS	Jan – March 2024  March 2024 (in line with KPI reporting? And linked to 1.6 & 1.9)
2.2	Apply “Great Clusters” lens - Shared economic prize (collaboration with strong competitors included)  -Anchor organisation (to act as a magnet) often a university  -Have a powerful story to tell (USP/ powerful pitch to international investors)  -Single go to figure	Include narrative/ chapter on “great cluster” in GRID documents	MM/ NS	Sep - Oct 2023  MM On Going – reviewing Academic linkages to Built Environment Transition alongside Thematic Linkages adopting ‘Innovation Corridor’ model with local businesses mapped to themes.


	<p>- Triple helix partnership – could argue CG has quintuple helix with community backing and environment on top of public/ private/ academic partnership (define the overall helix and at an intervention level where relevant – grass roots, foundational and high value) – project specific for SE Grand Challenge, BGS work etc</p> <p>-Supportive policy environment (CG, local and national) align CG actions to specific policies (make the story easier to present in a policy context). Recognise what is within and out with CG control and influence</p>	Review and apply Cluster data from Intelligence Hub and Glasgow City Region Innovation Accelerator Action Plan.	NS	Investment Zone bid with possible priority sectors of Advanced Manufacturing and Energy & Net Zero
2.3	If possible define a CG “Green Jobs Barometer” dashboard.	Green Jobs definition and baseline for CG established.		<p>Having reviewed report a local dashboard is unlikely – the lowest geographical region is Scotland.</p> <p>Jan 2024 update – possible option to use ONS green jobs measure and CG proxy – will be explored further in “deep dive” on green jobs/ firm definition/ LHEES</p>



## 3. Commercial actions

What is the baseline, can the gap/ logic model be closed through commercial deals/ other mechanisms, what procurement routes are available, what are the key risks and limitations?

Action number	Description	Output	Owner	Timescale/ update
3.1	<p>Property review – CG ownership (and within CG area) classify property and rank in order of environmental accreditation.</p> <p>Owner and occupier attitudes are changing and ESG (Environmental, Social &amp; Governance) inputs should see increased momentum towards decarbonised/net zero developments and retrofits.</p>	<p>Existing classification methods are BREEAM and EPC Ratings. Industry is moving towards establishment of a Net Zero Performance Certificate and greater emphasis on Whole Life Carbon Assessments for new builds and retrofits.</p> <p>BRE has launched (May 23) a consultation to seek views on a major update to BREEAM. Address the need to account for embodied carbon in performance assessments across New Construction, In-Use, Refurbishment &amp; Fitting Out.</p>	RY	<p> Environmental Performance Rating:</p> <p><a href="#">Efficiency Grant Scheme</a></p> <p><a href="#">Public Sector Heat Decarbonisation Fund</a></p> <p><a href="#">S:\Clyde Gateway\Team Folders\Projects\9.0 Employability and Community Capacity\Strategic\22-684 BCG Transition to Net Zero\Commercial &amp; Property\Whole life carbon assessment PS_Sept23.pdf</a></p> <p><a href="http://www.becd.co.uk">www.becd.co.uk</a></p> <p>RICS has issued a Global Standard for “Whole Life Carbon Assessment for the Built Environment” which comes into effect from 1 July 2024. This approach gives visibility to embodied carbon, operational carbon and user carbon, enabling accurate calculations to be undertaken and help manage carbon budgets and deliver a net zero environment.</p> <p>The Built Environment Carbon Database (BECD) went live on 5<sup>th</sup> October 2023 – this is envisioned to be the main source of data collection for carbon estimating and benchmarking for the UK construction sector.</p>

				A UK Net Zero Carbon Buildings Standard is currently being developed by a coalition of environment and real estate bodies. This will create a standard model to measure and validate a building as net zero.
3.2	<p>Non-Domestic Property review.</p> <p>Individual properties are assessed on their own merits.</p> <p>There is no public database available to inform environmental accreditations across individual sub-sectors.</p>	<p><b>Non-Domestic</b></p> <p>Improve understanding of non domestic property in CG area.</p>	RY	<p>Principally English &amp; Welsh legislation. Scottish legislation is still in draft.</p> <p>All non-domestic properties to be rated EPC B or higher by 2030 (new builds reaching EPC B by 2025) otherwise, trading or leasing will be prohibited by Government regulations.</p> <p>Properties that currently only achieve D and E are potentially “stranded assets”. Minimum C ratings will be required no later than 2027.</p> <p>Risk of stranded assets has implications for current asset values of institutional and property developer portfolios.</p> <p>Specific timescales may change in light of recent UK Gov announcements.</p> <p><a href="https://ukgbc.org/resources/net-zero-carbon-buildings-framework/">https://ukgbc.org/resources/net-zero-carbon-buildings-framework/</a></p>
3.3	Residential review – green credentials using industry standards, what is known about future new builds, improvements, demolitions etc	<p><b>Domestic/Residential</b></p> <p>All house sales must be EPC C or higher from 2033. (only 40% of UK homes have this currently)</p>	RY	 <p>RICS Residential Retrofit Standard (D)</p> <p>The residential development market is being driven not only by occupier/market demand but by Statutory</p>

	Green mortgages increasingly being offered however lenders need to decarbonise their back books to meet their net zero standards.			<p>requirements and Net Zero performance timescales. (which may now change following recent UK Gov announcements)</p> <p>RICS is promoting a consultation for a Retrofit Standard to commence in September 2023 (will align with British Standards Institute PAS 2035, currently under review)  <a href="https://www.gov.scot/publications/delivering-net-zero-scotlands-buildings-consultation-proposals-heat-buildings-bill/pages/2/">https://www.gov.scot/publications/delivering-net-zero-scotlands-buildings-consultation-proposals-heat-buildings-bill/pages/2/</a> - responses by 08/03/24</p> <p><a href="https://www.gov.scot/publications/consultation-new-social-housing-net-zero-standard-scotland/">https://www.gov.scot/publications/consultation-new-social-housing-net-zero-standard-scotland/</a></p>
3.4	<p>Considerations for retrofitting existing buildings to achieve net zero/carbon neutrality.</p> <p>What is the market doing UK wide? Refer to Commercial Retrofit report for examples.</p>	<p>Institutional v Developer inputs on retrofits</p> <p>Geolocal impact of property values and development scalability.</p> <p>Retrofits v New Builds calculations - repurposing existing buildings avoids demolition impacts on the environment (and would save 3.3m tonnes of CO2 in the UK every year)</p>	RY	 <p>Commercial-Retrofit -Report.pdf</p> <p>(See above re: RICS Residential Retrofit Standard)</p> <p><a href="https://www.gov.scot/publications/non-domestic-energy-efficiency-procurement-framework-buyers-guide/">https://www.gov.scot/publications/non-domestic-energy-efficiency-procurement-framework-buyers-guide/</a></p> <p><a href="https://www.gov.scot/publications/delivering-net-zero-scotlands-buildings-consultation-proposals-heat-buildings-bill/">https://www.gov.scot/publications/delivering-net-zero-scotlands-buildings-consultation-proposals-heat-buildings-bill/</a> - Responses by 08/03/24</p> <p><a href="https://www.gov.scot/publications/scottish-central-government-energy-efficiency-grant-scheme-form-and-guidance/">https://www.gov.scot/publications/scottish-central-government-energy-efficiency-grant-scheme-form-and-guidance/</a></p>

3.5	Comparator areas (see section1: Strategic actions) “performance” – identify good practice.	<p>By 2030 all new builds must operate at net zero to meet climate targets</p> <p>One-pager for new buildings to achieve Net Zero operational Carbon – 10 Key Requirements Scottish Futures Trust standards for public buildings (2021)</p>	RY	<p>Impractical to compare between specific geographical areas, both in quantity and quality of properties. Properties, particularly non-domestic, are relatively individual entities within their development footprints and have their own particular facets and capabilities</p> <p>2 buildings with BREEAM “Excellent” ratings can still have performance and specification differences, attributes, occupier habits etc.</p> <p> UKGBC-Net-Zero-Operational-Carbon-C</p> <p> Net Zero Public Buildings_standard_</p>
3.6	Comparator DH&C networks – how are these operated? What procurement routes, pricing models are used etc?	Comparator report Convergency target/s and timescales?	HM	<p>Engage with SE/SFT on information sources</p> <p>SFT Workshop 12/12 re: governance structures</p> <p>Possible bespoke session with SMT &amp; SFT Jan – Mar 2024</p>
3.7	Small Test of Change – trial use of Building Assessment Report (BAR) with 1 CG building.	NB: BAR requires to be undertaken by a “relevant person” who has an interest in a non-domestic building if – (i) there is a right of ownership	RY	<p>BARs for non-exempt CG properties completed and issued January 2024 to <a href="mailto:heatnetworkBAR@gov.scot">heatnetworkBAR@gov.scot</a></p> <p>And also GCC (Lewis Douglas) and SLC (John Smith).</p>



	<p>Statutory duty for completion of BARs essentially falls with Local Authorities (who have a duty under S. 47 of the Heat Networks (Scotland) Act 2021 to undertake a review of heat network zoning in local authority areas).</p> <p>Section 67 of the Heat Networks 2021 Act interprets “relevant person” as meaning a Scottish Public Authority or other such person as the Scottish Ministers may specify <u>by regulations</u>.</p> <p>There is no specific requirement to restrict BAR reporting to “public” buildings.</p>	<p>or (ii) other such interest as may be specified (in regulations made by the Scottish Ministers).</p> <p>Data sheet measurements based on kWh/m2/year – i.e. same as current EPCs.</p> <p>BAR is rated on MWh/year</p>		<p><a href="mailto:Kenneth.broom@gov.scot">Kenneth.broom@gov.scot</a> Heat Networks Regulation Team</p> <p>BARs require to be updated 5 yearly.</p> <p>New Olympia House, The Bothy and units 3, 5 and 7 at Eastworks are exempt.</p>
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#### 4. Financial actions

Is the Vision (and the actions required) affordable and what sources of funding or resources will be required?

Action number	Description	Output	Owner	Timescale/ update
4.1	Include current operating plan (funded and full) ambitions – specifically identify TNZ funding within projects and use total as a baseline	Summary report - <a href="#">here</a>  Additional column added to Full and Funded plan spreadsheets for %/ total TNZ income and expenditure.	BP	August 2023 update – NS met with BP & AD to discuss. BP & AD presented to TNZ group at November meeting as a “deep dive”
4.2	Identify funding opportunities based on the interventions noted above – have particular focus on cross cutting themes and what CG can offer in terms of the “holistic” approach	Include “green” funding sources in CG Funding sources document, update regularly and discuss at Funding Group.		
4.3	Horizon scan cross section of external green projects and funding sources for comparison – identify common funds, frequencies and themes.	Maintain list of funding sources and frequency, supporting applications where required. Document can be found <a href="#">here</a>	AD	Feb 2024 update - AD completed horizon scan funding landscape quarterly and update list.

	Review UK Gov <a href="#">International Climate Finance Strategy</a>			
4.4	Explore options for carbon offsetting – i.e. income from companies wishing to offset their carbon through charitable contributions	Report on carbon offsetting and case study examples (i.e. housing associations, FLS).  MM circulated FLS carbon offsetting paper link <a href="#">here</a> .	MM / RC	Some info passed to RC re Biodiversity Net Gain adopted in England.  Research into UK Woodland Carbon Code.  Included with Scope of Biodiversity Plan to identify suitable sites.
4.5	Prepare bid for cross cutting/multi – intervention feasibility study to the Can Do Innovation Challenge Fund.(Green Heat Feasibility)	Bid prepared and circulated to group in advance of submission for comment/ input.  Bid submitted	HM	Not actioned - can be deleted

## 5. Management actions

Consider management responsibilities, governance and reporting arrangements

Action number	Description	Output	Owner	Timescale/ update
5.1	Identify Senior Responsible Owner (SRO)	Identify and outline role in job description	NS	Complete
5.2	Establish TNZ team	Core team formed	NS	Complete
5.3	Set regular meetings	Initial monthly team meetings scheduled  Agendas and Action Logs provided  Individual meetings between CEO/ SRO and SRO/ team members as appropriate	NS	Ongoing
5.4	In addition to TNZ working group what roles can be adopted by others – internal and external colleagues to take forward plans			DC – Transport lead and will feed into group as required. – attended October meeting for “deep dive”.

				Finance lead (4.1) identified Oct 2023 Funding horizon scanning – in addition to all group members AD (Corporate Governance Manager) has been advised of role
5.5	Appropriate sign off within CG i.e. Board, Community Committee etc	Board approval for Vision and Action Plan  Community Committee annual review	NS  NS	Complete - June 2023  1 <sup>st</sup> annual review – October 2023 - complete
5.6	Determine level of external input required – stakeholders, consultants, design teams, bespoke training, engagement etc	Gantt Chart – to help identify timescales with internal resources, prioritise tasks and identify those that can be accelerated with additional resources.  TNZ noted within staff development objectives.	NS  All	Gantt Chart dependent on Action Plan content and ongoing review – updated December 2023  Training available at different levels and proportionate to roles – for example GOLD has intro level training.  Examples of more in depth training include workshops via <a href="#">EDAS Net Zero Community of Practice</a> , GCC's LEEHS and various FE/ HE courses such as University of Glasgow's Centre for Sustainable Solutions <a href="#">Introduction to Climate Change and Sustainability</a> .
5.7	Become member of NECCUS - A membership body ('Alliance') of companies, government bodies, consultants and academia	Extend network and support local business base and in particular the "voice" of SMEs in national policy and strategy.	MJ	January 2024 - Possible link to CG TNZ businesses following event on 30 <sup>th</sup>


	focused on decarbonising industry and delivering a net zero emissions target by 2045.			<p>January – FM to discuss with MJ</p> <p>Opportunities to link in and identify supply chains – HM to discuss with HM – by next meeting</p> <p>Possible future CRM/ Upshot data management use? TBC</p>
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## 6.Intervention: Businesses


Action number	Description	Output	Owner	Timescale/ update
6.1	CG business base review – by size, sector, turn over, SWOT– FAME report	CG analysis report including: High value & foundational economy focus (estimated % split) and timeline for “growth”.	NS	Completed Aug 2023
6.2	<p>Green business growth – supported by Business Group:</p> <p>Action Plan including:</p> <ul style="list-style-type: none"> <li>- identify up to 10 businesses in 1<sup>st</sup> 12 months, bespoke action plans and measures of success</li> <li>- circular economy options/ existing connections</li> </ul>	<p>Identify common local issues, gaps in provision etc especially against 3 I's – Investment, Innovation and Internationalisation.</p> <p>Bespoke indicator menu</p> <p>Local forum/ voice for businesses</p> <p>Presentation on action plan to TNZ group in May 2023.</p>	<p>NS</p> <p>FM</p>	<p>Ongoing – Business Group TNZ action plan</p> <p>Complete</p>
6.3	Grass roots quintuple helix – requires a mechanism to feed into regional/ national policy – action required to identify appropriate networks, stakeholders and mechanisms	Establish local business representation group.	NS	Initial meeting/ workshop scheduled with c10 businesses for 31 <sup>st</sup> January 2024 at Topgolf.

				<p>Support from key partners and input via industry mentor Aggreko.</p> <p>“Green Assessments” supported by University of Strathclyde.</p> <p>Links to Chamber of Commerce green skills/ apprenticeship programme.</p>
6.4	Identify potential “tools” to support business growth– green growth funds (GCC/SLC), Business Gateway, Chamber of Commerce, University of Strathclyde (EXTEND/ student analysis).	Contained within Business Support Action Plan	NS	Ongoing subject to identified need

## 7. Intervention: Jobs &amp; Skills



Action number	Description	Output	Owner	Timescale/ update
7.1	Existing green skills offer review – i.e. in CG schools, Apprenticeship Framework (SDS), report from Scottish Funding Council (CG residents), “local” and regional FE/HE offer, in work (CG business	Report – word document – commenting on accessibility and availability for CG residents/ businesses.	NP	 <p>Transition to Net Zero Briefing Report</p> <p><b>Update:</b> Clyde Gateway Green Skills Accessibility Overview Briefing Paper – Completed April 2023 for review and discuss.</p>

	<p>offer – via Chamber) Levy paying businesses and Skills for Growth uptake for green skills (SDS and FE/HE offer)</p> <p>GOLD course options to link to employment opps</p>		<p>In April 2023, Glasgow Kelvin College was nationally recognised for its participation in the Planet Earth Games, placing 5<sup>th</sup> of all UK Colleges for its sustainability work. Appearing in print in the Glasgow Times (page 3), see attached. The story also ran in on Glasgow Live: <a href="#">Glasgow Kelvin College named among top five sustainable colleges in UK - Glasgow Live</a></p> <p>Insight report on green offer at GKC for CG prepared Oct 2023</p> <p><b><u>Other FE/HE Updates</u></b></p> <p>University West of Scotland (UWS) update: Meetings already taken place to discuss the agenda and possible links and support as follows:</p> <ul style="list-style-type: none"> <li>• Building an MSC linked to built environment incorporating green technologies</li> <li>• RCIS Report you compiled with funding to evidence best practice. This social science research is an area you could support with funding to evidence work underway etc</li> <li>• CPD Team, some courses available and that other courses could be developed as a pilot?</li> <li>• Carbon Champions and work linked to net zero</li> </ul> <p><b><u>Secondary Schools</u></b></p> <ul style="list-style-type: none"> <li>• Met with Eastbank Academy who subsequently requested sustainability support as soon as I engaged for action planning and interdisciplinary project. Started looking at this here :</li> </ul> <p></p> <p>Sustainability Skills Framework CG Scho</p>
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				<p>In South Lanarkshire, work underway with Engineering Development Trust – noted below in section 7.3</p> <p>Green skills and Education programme summary here:</p>  <p>FE links to Just Transition v1.docx</p> <p><b>Recommendation:</b> As soon as engaging with stakeholders support being requested and a clear need around co-ordination. Recommendation made for establishment of a TNZ Education, Job &amp; Skills Working Group with FE/FE, Schools, SDS and SG involvement to pull relevant parties together. To flag - Resource implications, group will help identify gaps.</p> <p>January 24 update – Meeting 2 took place 18 January with agreement made by members to focus on 0-6 months short term actions.</p>
7.2	Existing pipeline review (CG focused) – progression routes, qualifications etc	Report – word document “in training stats” if possible and gaps if relevant. Case studies or examples/ flow diagrams	NP	<p>Update January 24 – Issues have arisen in E&amp;S WG around capping workforce development fund. This is under review as an action for SDS to feed back on and see how we support. Other issues raised are pull back on a range of apprenticeships but a push on graduate apprenticeship. Further reading/details here:</p> <p><a href="#">Systemic change needed to stop care experienced young people missing out on apprenticeships - Skills Development Scotland</a></p>

7.3	Identify, develop and implement small scale bespoke early years through secondary school TNZ interventions and supports	Timetable of implementation Monitoring of activity in year 1 (possibly academic year 2023 -24)	NP	<p>Underway – Engineering Development Trust being funded by Clyde Gateway to engage full learning community on renewable energy project across both Stonelaw and Trinity Learning Community. This has been linked to the live renewable energy work underway and colleagues from Clyde Gateway, alongside FES and MACE have supported the project.</p> <p><b>January 24 Update</b> – Work underway looking at links to Clyde Gateway Community Forest with support from RC and My Climate Hero (DYW link) Business support link to schools and contractors.</p> <p>Site visits being planned to NMIS and GKC in February around manufacturing and wind turbine. UWS have also offered support to this</p>
7.4	If gaps exist or improvements can be made, develop and implement bespoke links to National Training programmes, Frameworks and FE/HE	<p>Bespoke interventions developed and implemented</p> <p>Review of Climate Emergency Skills Action Plan (CESAP)</p>	NP	<p>December 2023 onwards</p> <p>Update (June 23) Reviewing Wither's Skills Delivery Landscape Review May 2023 to identify opportunities and challenges</p> <p>August 23 Update – Proposal received from EDT for new academic term across all secondary schools. This is currently under consideration. Contractor Newton (Shawfield) has been linked in already to support this work.</p> <p>Align with CASAP – group actioning</p>
7.5	FE/HE links to Just Transition –support businesses/local community to access upskilling courses . Links to Race to Zero partnership for FE/HE	<p>Businesses supported by FE/HE</p> <p>Residents supported by FE/HE</p>	NP	<p>There are several education links and resources available to support a just transition to a low-carbon economy. A v1 draft summary paper can be found here:</p>



				 <p>FE links to Just Transition v1.docx</p>  <p>Clyde Gateway UWS Lecture Runnir</p> <p><u>January 24 Update</u> – Programme of activity being framed around 6 month timetable with action expected by March.</p>
7.6	Provide a list of key contacts within FE/HE in West of Scotland	List of contacts	NP	Underway and being added to.
7.7	CG programme activity – capital and revenue – identify exiting green skills within BCG programme and “on site” in capital programme – set baseline and improvement targets based on 5 year operating plan projects/ values.	5 year action plan – inputs, outcomes, outputs, budget (income & expenditure)	NP	<p>October- December 2023 following establishment of TNZ Education &amp; Skills Group short-, medium- and long-term plan can start taking shape and being populated.</p> <p>Can already see need for additional resource in this project area to scale out targets and focus on CG activity (capital/revenue) that aligns with green skills based on what’s already coming back from engagement being made.</p> <p><u>January 2024 Update</u> – TNZ engagement boost a priority in TnZ Education &amp; Skills Group, all members currently identifying platforms to take this forward, Development &amp; Business Support PM linked into this group to ensure full CG offer there.</p>
7.8	Develop the Academic ask of the “triple/ Quintuple” helix – define the scope and scale – i.e. the spectrum from student research/ placements to campus within CG.	Link to Innovation Plan (section 1.8)	MM/ NS	See Action 2.2 – main ask is a Built Environment Lead Academic Partner

	<p>Review the partnership input/ offer across other Innovation Districts.</p> <p>Identify preferred academic partner/s to approach.</p>			
7.9	Engage with STUC – explore opportunity around £100k grant fund received to support just transition capacity and developing a multi-skilled green workforce (local business and potential inward investors)	Joint action plan with STUC		TBC
7.10	Establish a TNZ Education Working Group. Each TNZ Action Group member to provide a contact group over and above Education contacts of Natalie.	TNZ Education Group will collectively explore funding opportunities and partnerships to support net-zero education initiatives. NS provided a contact	<p>NP on establishment of TNZ Ed Group</p> <p>All on additional contacts</p>	<p>18 months from September 2023</p> <p>First meeting in September 2023 very well received and action plan for partners prepared and endorsed.</p> <p>Second meeting planned for January 2024.</p> <p>Presentation and discussion on Green Jobs shared at established CG Employability and Community Partners Group with feedback and suggested additional actions/ membership reported to TNZ Education Working Group.</p>

## 8. Intervention: Community Engagement

Action number	Description	Output	Owner	Timescale/ update
8.1	Identify existing local network and infrastructure relevant to TNZ at a community level and establish links for CG	Connections established and maintained – meetings attended, input as required	NS	<p>Initial interest noted from existing groups such as CHLC, LEAP and BSAP.</p> <p>No formal structure other than “Greening Camglen” identified – limited scope.</p> <p>Specific project to develop a TNZ Manifesto in place with <a href="#">BGS</a> taking a lead engaging with the learning communities of Stonelaw and Trinity HS to be extended out to wider communities and schools over 3 years.</p>
8.2	Identify key actions and introduce TNZ as standing item on Employability and Community Partnership agenda – introduce working group/ steering groups as appropriate (as per BCG operations)	Include on agendas/ minutes	NS	<p>Ongoing</p> <p>Discussed at May meeting of Employability &amp; Community Partnership Meeting.</p>
8.3	Dedicate one Community Committee meeting within 12- month period to TNZ and use platform to seek views on action plan and progress.	<p>Discussion, input and agreement of Action Plan.</p> <p>Connections to wider TNZ work/ opportunities in community.</p>	NS	<p>October meeting – completed and input provided.</p> <p>Could ask community project with TNZ goals to host committee for example Elcho Gardens linked to CHLC activity or LEAP.</p>
8.4	Clyde Climate Forest – link to section 9 – community engagement and wrap around programme	Local residents are involved in deciding where trees will be planted, what already happens on sites marked for planting, what	RC	Paper outlining scope to October 2023 board.

		possible alternative uses may no longer be possible unless trees are removed etc  Wrap around – Greening Project- supporting local groups, volunteers and schools to gain green skills and social interaction/ wellbeing outputs. Subject to revenue funding being included in proposal.		Follow up meeting with CCF occurred January 24 – awaiting introduction to Trees for Cities Community Group coordinator.  Link with TnZ Education Group – several schools interested in tree planting.
8.5	Utilise the existing Art & Regeneration Group to provide additional TNZ community engagement opportunities/ touch points	Art & Regeneration TNZ Action Plan – 1-3 years from 2024	NS	A&R Group agreed to TNZ focus for year ahead this will include input from South Lanarkshire Leisure and Culture, Glasgow Life, BGS and Strangefields.  Builds on existing work in schools (primary and secondary) and work with communities such as Newsdesk 2040.  Initial workshop re scale/ scope planned for February 2024.

## 9. Intervention: Environment

Action number	Description	Output	Owner	Timescale/ update
9.1	Capture and quantify environmental improvements across green space/ remediation of brownfield land/ Flood management/ surface water management projects (direct and indirect) in one document.	Report – word document  Menu or indicators	RC	Biodiversity Plan for Shawfield and Dalmarnock tender brief being developed.  Requirement for Clyde Gateway to undertake biodiversity duty reporting as

	Baseline (pre direct/ indirect investment), post completion and indicative future targets/ milestones			<p>a public body that owns and manages land.</p> <p>As outlined in the Wildlife and Natural Environment (Scotland) Act 2011 (commonly known as the WANE Act), every public body in Scotland is required to produce a publicly available report, on compliance with the Biodiversity Duty. This must be completed once every three years. The next report is due by the end of December 2023.</p>
9.2	Explore option to create a CIC or SE for landscaping and maintenance across CG sites/ projects supported by profits from District Heating network – consider similar examples, procurement, risk. Legislation and cost benefit.	Report – options paper with cost benefit appraisal.		
9.3	<p>Consider requirements for and monitoring of, on site environmental issues e.g. sustainably sourced materials, segregated waste etc</p> <p>Review SEPA guidance.</p>	<p>Report – word document</p> <p>Provide a range of options (proportionate depending on size/ type of project/ site) and proposal for implementation and monitoring.</p>	(LV?) linked to H&S Committee?	<p><u>November 2023 update:</u> potential to use “Assessing the cumulative and cross-sector economic benefits of investment in natural capital in Scotland” to:</p> <ul style="list-style-type: none"> <li>- Create CG measures/ actions</li> <li>- Define the economic benefits</li> <li>- Define the “green benefits”</li> <li>- Define the funding requirement/ gap</li> </ul>

				<ul style="list-style-type: none"> <li>- Identify current and potential natural capital markets and mechanisms including drivers and enablers such as voluntary biodiversity credits and the Nature Restoration Fund.</li> </ul>
9.4	Clyde Climate Forest	Planting of X additional trees in CG area over X years.	RC	<p>Paper outlining scope to October 2023 board.</p> <p>Follow up meeting with CCF occurred January 24 – awaiting follow up actions from CCF to progress next steps – have chased.</p>
9.5	Food Growing strategy/ statement	Particular focus on and link to SLC strategy for Cuningar Phase 3		
9.6				

## 10. Intervention: Energy Projects - District Heating and Cooling/Renewable Energy

Action number	Description	Output	Owner	Timescale/ update
10.1	Expand on existing GRID document – next steps, ambitions, targets, indicators etc	V2 GRID document	MM/HM	Updated document to take account of energy workshop feedback – February 2024
10.2	Green Heat Hub Initiative lead by BE-ST	Stage 1 submitted with CG support letter	HM/RC	BE-ST In process of joining with other consortia to agree approach – further update awaited.

10.3	Strategic update on energy and carbon masterplan - links to LHEES	Assessment and options to support power infrastructure for DH&C	HM/RC	<p>Electrical capacity study initiated to be followed by SPEN FS –</p> <p>Recognition of CEP &amp; D2 Grids for both GCC and SLC</p> <p>Potential zone co-ordinator role</p>
10.4	Assess scope for DHN expansion	FS and CAPEX activity – expand Dalmarnock/Shawfield	HM/RC	<p>Energy Workshop session carried out, feedback sessions undertaken – Follow up meeting completed</p> <p>Development of project scope and FS funding to progress options.</p> <p>Engagement with WosHA re: Barrowfield estate and centre. Evaluation of open space for sub surface energy sources.</p> <p>Network extension option via Thenue interwar stock on Rumford/Reid/Finnart St.</p> <p>Scoping paper to Celtic FC re: anchor load objectives</p> <p>Police Scotland data obtained for review of retrofit options.</p> <p>Spectrum interest in riverside connections to be advanced.</p>

				Tour with Shawfield stadium owners re: D2 Grids carried out. Input provided to PPiP Notice via DSSR/G&T
10.5	Consider funding options / routes to support HNZ compliance requirements	Potential bid to HNF for FS and CAPEX funding	HM/RC	<p>Tour carried out with Heat Network Fund. Prepare bid to HNF with potential SWH input.</p> <p>Strategic scope defined though workshop outputs to be drafted into FS works. Prepare funding bid to HNF/HNSU March 2024.</p> <p>Concept bid developed for Olympia.</p>
10.6	Develop energy subsidiary and consider Partnering arrangement		HM/RC	Subsidiary & Partner procurement discussed at energy workshop – further direction required – Energy Board Feb 24.
10.7	Assess potential for additional renewable energy resources to support DHC – Geothermal, Power, Water, Wind	<p>Participation in G2C and GEMS projects research project - use learnings to inform next steps on geothermal sources</p> <p>Develop strategy &amp; plan with BGS/CA/SEPA for water based sources.</p> <p>Research options for timber wind turbines as part of National supply chain</p>	HM/RC	<p>Options for shallow geothermal and ground source renewable energy to be considered with Partners.</p> <p>Proposed procurement of package to target and define potential using FS funding</p> <p>Covering energy generation, route proving and end user connections.</p>



				Scope for Cuningar Phase 3 food growing options?
10.8	Assess scope for local power generation/use	Private wire proposal/delivery	HM/RC	To be informed by Electrical capacity study and SPEN FS December 2023 Stakeholder event Jan- Feb 2024 SPEN FS March 2024
10.9	Audience specific communications e.g. young people/ schools, community groups, businesses, academic, conference etc – information and/or customer focus	Communication strategy		Advance EDT programme focused on net zero planned for early 2024 with SLC and GCC schools.  Industry partners confirmed – FES/Vital/H&K/SWH.  Glasgow Caledonian University as academic link, presentation by Emeritus Professor Nick Hytiris.
10.10	Working across interventions 6&7, identify options for Networks and supply opportunities (business and residential), resultant jobs and supply chains etc	Options appraisal – word document		
10.11	Develop an operations matrix which will allow operational requirements of the energy project to transition to a self-sustaining entity prior to developing an energy subsidiary.	Develop an operations matrix – excel document. Matrix translated to operational requirements report once roles and responsibilities are established.	HM/RC	Document produced and used as active management tool – Energy Board set up next meet Feb 24.
10.12	Consider case studies of community energy projects/ companies	<a href="#">Report on lessons learned</a> relevant to Clyde Gateway.	NS	Complete September 2023

## 11. Intervention: Transport

Action number	Description	Output	Owner	Timescale/ update
11.1	Review local, regional and national transport strategies and plans (including public transport,	05/10/2023 presentation on CG transport and travel issues saved <a href="#">here</a> .	DC/JS	NS and DC have discussed input to TNZ. DC completing

	active travel etc) – identify planned investment/ changes	Strategic Roads Assessment and Strategy is <a href="#">here</a> .		work as part of wider role and will feed into TNZ action plan on an ongoing basis.  DC provided “deep dive” at October meeting.
11.2	City Region Metro – specific pitch/ proposal and updated GVA potential	Attend Metro Strategic Advisory Group and report to Management as appropriate  Metro Strategic Advisory Group folder is <a href="#">here</a> .	DC	
11.3	Update existing CG transport plans	Clyde Gateway Transport Strategy is <a href="#">here</a> .	DC/JS	
11.4	Clyde Gateway Bus – long term plans and electric bus replacement	Options to continue, cease or change the operation of the existing bus or a new electric bus	JS	Jan 2024 – under consideration as part of operating plan for 2024-25 and beyond
11.5	Parking	Review Shawfield and Dalmarnock masterplan aspirations for parking and options to support attracting development.		
11.6	Cross cutting intervention – possible matrix?			
11.7	Electric vehicle charging points.	Develop a Clyde Gateway parking policy for future projects taking cognisance of SLC and GCC policies.		

## 12. Intervention: Clyde Gateway Business operations and TNZ practices

Action number	Description	Output	Owner	Timescale/ update
12.1	“Delivering a Sustainable Glasgow Together (Charter)” progress	Position statement (for internal use and subsequent action)	MM	Presented at all staff meeting – June 2023.
12.2	Consider implementing a net zero target or KPI to support carbon ambitions and align with 2045 target Could be carbon output (however consider some projects will have +/- carbon – how or do we report this?)	Indicator/s identified and sample tested across 3 strategic goals		

12.3	Office management – heating, lighting, recycling, stationary etc	<p>Checklist produced</p> <p>Office Champions identified</p> <p>General training for all staff provided – GOLD, workshops or alternative</p>		
12.4	Circular economy	Response to “5 steps” to be more circular – baseline position and short to medium term actions agreed	FM	Meetings with ZWS and links to Business group/ CG businesses at event in January
12.5	Procurement policy updated	Updated to include standard statement on TNZ/ climate – consider appropriate/ proportionate monitoring and compliance measures	MM/JS	Complete
12.6	Contribution Agreements updated	Updated to include standard statement on TNZ/ climate - consider appropriate/ proportionate monitoring and compliance measures	NS	<p>TBC – not in time for 2023/24 annual agreements but new agreements and variations could be used once agreed.</p> <p>Consider for 2024/25 funded interventions.</p>
12.7	Review and update CG transport policy i.e. travel to meetings, long distance travel, walking meetings			
12.8	Review supply chain of supplies and procured items (non-capital programmes).			