

Appendix A: Carbon Management Plan 3 Project Tracker

RAG Status	Reported
ACTION REQUIRED	2 6%
MINOR ISSUES	4 12%
ON TRACK	14 41%
COMPLETE	14 41%

CMP 3 Action	CMP3 Sub-Action	Action Description	Action Owner	Impact on Carbon Emissions	Completion Date	CMP 3 Action RAG Status	Priority HML	CMP3 Action Update
1		Install Solar PV on all suitable GCC estate locations by 2030.	<p>NRS Sustainability Project Officer to lead feasibility, procurement and installation.</p> <p>Project officer (project section) to lead on management support</p> <p>Corporate Asset Management Team ongoing management and maintenance</p>	<p>Completion of this action will provide significant carbon reductions for Glasgow City Council</p> <p>Use Solar P.V. data sheets to calculate the output of the P.V. array.</p> <p>Use the national grid factor to translate and determine P.V. generation savings.</p>	31/12/2030	G	H	<p>Phase 1 - Installation for 2 day care centres (COMPLETE).</p> <p>Installation for 5 schools (COMPLETE).</p> <p>Installation for Kelvin Hall (COMPLETE).</p> <p>Phase 2 - Feasibility Study (COMPLETE).</p> <p>Funding and budget agreed. (COMPLETE).</p> <p>Project plan for installation of Solar PV on 16 Estate Buildings Including Governance and Roles and Responsibilities. (COMPLETE).</p> <p>Phase 2 - Delivery (IN PROGRESS)</p>
	1.1	Solar PV phase 1 (Sky Harvest)		As Above	Installation completion July 25			<p>Final phase 1 site Kelvin Hall commissioned July 2025.</p> <p>Walkaround and handover at Kelvinhall 22/08/25.</p> <p>Solar PV Phase 1 is Complete.</p>
	1.2	Solar PV Phase 2 Feasibility Study (Sky Harvest)		Solar P.V. phase 2 feasibility will provide indicative Carbon savings of subsequent Solar P.V. installations.	31/08/2024			<p>Further options appraisals have been carried out on the phase 2 properties to identify which properties can proceed based on available funding</p> <p>Potential to include battery storage as part of phase 2.</p> <p>Solar PV Phase 2 Feasibility Study Complete.</p>

	1.3	Solar PV Phase 2 - Delivery	<p>NRS Sustainability Project Officer to lead feasibility and procurement.</p> <p>Property & Consultancy Services to lead on project management of installation phase.</p> <p>Corporate Asset Management Team ongoing management and maintenance.</p>	As action 1 overall	31/10/2026			<p>Phase 2 - Initial Procurement Assessment document approved and submitted to procurement.</p> <p>Statement of Requirement procurement documentation submitted to Procurement.</p> <p>Aim to reach Solar PV installation phase during 2026 Summer school holidays.</p> <p>Salix meeting held re recycling fund elements.</p>
2		Ensure the Community Renewable Energy Framework (CREF) enables the delivery of projects to provide electricity via direct wire to GCC buildings.	NRS Sustainability Project Officer (policy section) to lead with management support	<p>Direct wire renewable energy provides cost saving and carbon emissions reduction for GCC whilst supporting the development of alternative community based models of delivery.</p> <p>Use the same methodology as Solar P.V. for emission savings which will be determined at the point of identification of the renewable solution, savings could attributed to G.C.C. or communities.</p>	30/06/2025 (CR)	C	M	<p>Action amended to deliver the launch of the CREF and identification of preferred partners. Future CREF actions to be onboarded should proposals impact directly on GCC emissions.</p> <p>CREF launched June 2025.</p> <p>CREF preferred local organisations for first 4 locations agreed.</p> <p>Action Complete.</p>
3		Improve the operational efficiency of the Dalmarnock Village heat network	NRS Sustainability Project Officer	<p>Report will include recommendations on reducing associated emissions by optimising operation of the heat network</p> <p>Operating efficiency report to include emissions savings potential.</p>	31/01/2026 (Change Request Required to May 26)	A	M	<p>Currently engaging with consultants running the Techno Economic Model (TEM) feasibility and potential suppliers to understand whether any operational efficiency improvements would be compatible with the future decarbonisation of the heat network.</p> <p>If GCC can evidence from the outputs of the (TEM) feasibility study that efficiency improvement would likely be compatible with future decarbonisation, then we may seek funding to deliver this in parallel with progress on exploration of the future ownership and development of the DV heat network.</p>

	3.1	Production of a Techno- Economic Model (TEM) feasibility study assessing expansion and decarbonisation of Dalmarnock village. Any recommended improvements to the operational efficiency of the Dalmarnock Village will have to be considered in the context of the TEM outputs and so decisions on this will be determined post-completion of feasibility works.	NRS Sustainability Project Officer	Feasibility study output will consider expansion and decarbonisation options for Dalmarnock Village and emission savings potential.	May-26			<p>TEM strategy workshop completed</p> <p>Site visits to Emirates, Energy Centre and Clyde Gateway network completed</p> <p>TEM development has now begun, focus on scoping whether network can be expanded and decarbonised whilst maintaining a competitive tariff - and if not, what needs to change to enable this.</p> <p>Engaging with efficiency improvement supplier to understand whether software would be compatible with a future decarbonised DV (currently gas CHP)</p> <p>Scoping funding option for efficiency improvement works via GCR fund.</p>
4		Deliver a lighting replacement scheme across the GCC education estate	Corporate Asset Management Team	Successful replacement programme will have direct positive impact on emissions reduction across the Council estate	31/03/2029 (Amendment to the action completion date following CAC approval process to 31/03/2029)	R	M	Current replacement programme being enacted on an as needed basis when replacement is required. Next steps and actions to be determined. Project recommended for referral to Climate & Sustainability Board for review of options for implementation, including potential funding options.
5		Deliver a lighting replacement scheme across the Glasgow Life estate (Quarterly update)	Glasgow Life	Replacing the lighting of Glasgow Life facilities with more efficient LED lighting will have a direct positive impact on emissions reductions.	31/03/2029	G	L	Progress updates received within the GL project tracker.
6		Glasgow Life to complete programme of energy efficiency improvements across its estate. This will include the installation of BMS, VDS, loft insulation, IES energy monitoring, DX Units, sensor taps, thermostatic mixing valves, pipe insulation and IRC urinal flushing valves in suitable locations. (Quarterly Update)	Glasgow Life	<p>Reducing the amount of energy required to operate and maintain Glasgow Life facilities will have a direct positive impact on emissions reductions.</p> <p>Glasgow Museums Resource Centre - LED lighting at Concert Hall - 7tCO2 savings per year.</p> <p>Glasgow Museum Resource Centre - LED lighting (phase1) 43tCO2 savings per year. (Phase 2) 27tCO2 savings per year.</p> <p>LED lighting at Mitchell Library 30tCO2 savings per year.</p>	31/03/2029	G	L	<p>Glasgow Royal Concert Hall PV installation due to complete by the end of February 26.</p> <p>Mitchell Library decarbonisation project progressing, however a required electrical substation upgrade will impact on the completion date.</p> <p>Castlemilk pool £66k project to convert the venue to LED lighting complete.</p> <p>Emirates sports hall LED lighting upgrade nearing completion - £167k.</p> <p>Kelvingrove Museum back of house conversion to LED now complete - £95k.</p> <p>Glasgow Royal Concert Hall phase 2 LED lighting upgrade now complete - £315k.</p> <p>Destratification fans to Tollcross pool commencing March 26 @ £105k.</p>

7		30,000 Street Lights converted to L.E.Ds.	NRS Group Manager Roads Contracts, Assets, & Lighting.	Reducing the amount of energy required to operate Street Lighting will have a direct positive impact on emissions reductions.	31/03/2027 (Change Request Required to November 2028.)	A	H	Approx 7,900 lights converted to L.E.D. via BAU approach thus far. Further planned replacement work packages currently under procurement, however action required regarding overall project timescales.
8		Achieve 100% coverage of gas and electricity meters with automatic readers. (Quarterly Update)	Corporate Asset Management Team	The increase in automatic readers will increase our confidence in data gathered and enable more effective gas and electricity use in buildings No direct impact on emissions but could inform future projects and behaviour change requirements.	22/01/2029	G	L	Meter replacement programme underway with a focus on locations which do not require supply interruption during replacement.
9		Complete full building audits for all properties in GCC estate. This will include discharging the requirement to complete Building Assessment Reports (BARs) as set out in the Heat Networks (Scotland) Act 2021. This work will inform the ongoing delivery of the LHEES by allowing effective engagement prioritisation and development of feasibility works	NRS Sustainability Project Officer (project section) with supporting technical officers	Building audits and BARs will support prioritisation of projects, leading to cost effective delivery of carbon reduction interventions across the city. No direct impact on emissions but could inform future projects and behaviour change requirements.	31/12/2026 (CR)	G	M	Software tool to automate Building Assessment Reports (BAR) production from Master Property List information nearing completion. Programme of completion focussing on primary heat networks zones to be arranged following tool availability.
10		Formalise and adopt roles and responsibilities for managing utilities across the Council. Documented operational procedures will be produced and made available to all relevant employees	NRS Sustainability (project section) Energy Co-ordinator Energy monitoring Officer	No direct emissions savings although this action supports governance and management of utilities across the estate.	31/12/2024	C	L	Roles and responsibilities agreed and allocated within Energy Management Team , utility procedure documents produced and in place. Ongoing improvements on invoice management ongoing as part of a business as usual approach. Action Complete.
11		Review how costs for utilities are apportioned and allocated across Council services to find a method which incentivises Services to reduce consumption	NRS Head of Sustainability	Implementation of Service responsibility for energy consumption will incentivise autonomous action to reduce consumption. No direct emissions saving, however the action will inform behaviour and project delivery.	31/12/2024	C	M	Regular utility cost assessments to be considered at Senior Management Team meetings and other appropriate forums. Action Complete.
12		Review and update the Carbon Management Query Tracker to ensure the Tracker can operate effectively and efficiently in monitoring energy performance within the Council estate.	NRS Sustainability Project Officer (projects section)	Refreshing the tracker will allow for more effective prioritisation of interventions across the Council No direct emissions saving, however the action will inform behaviour and project delivery.	30/06/2024	C	L	Project tracker incorporated into the CMP Working Group programme and Energy Management Team processes. Action Complete.

13	Identify a pilot construction project led by GCC and undertake a scope 3 emissions analysis, review findings and feed into wider project delivery	Corporate Procurement Unit- Procurement Development Manager	<p>Lessons learnt will be more widely applicable</p> <p>Scope 3 methodology to be created for this project and learning used to influence project delivery and procurement moving forward.</p>	31/12/2026 (CR)	R	L	Project requires confirmation of national scope 3 methodology prior to the subsequent identification of suitable procurement / construction project for analysis. Officers continue to be involved in the discussions around the development of a national methodology.
14	Develop emissions reduction reporting for all projects within CMP3 and formalise the internal GCC processes and responsibilities associated with their implementation.	NRS Sustainability Group Manager	This action will support the prioritisation of projects by tracking the costs and benefits from both a financial and environmental perspective.	30/04/2026 (CR)	G	M	<p>Data gathered has been used to inform GCC statutory reporting requirements which were submitted on time in November 2025. Renewable energy project emissions reporting is ongoing through reports to committee. Individual project owners to request support from Sustainability Team if they need help to determine methodology for emissions calculations.</p> <p>Agreement reached on which existing projects can have a viable emissions calculation applied. New projects added to the CMP3 need to demonstrate what emissions calculations are possible at planning stages and what is possible in terms of checking performance as part of monitoring.</p>
15	Appoint a consultant to create our Scope 3 emissions baseline and bring a subsequent report to Committee detailing this.	NRS Sustainability Project Officer (projects section)	<p>Understanding the baseline of our Scope 3 emissions will help to effectively prioritise action within cost and resource constraints.</p> <p>Scottish Government have created a Climate Intelligence Service who will be leading a national approach on emissions reporting. This will include guidance on scope 3 reporting methodologies and reporting requirements.</p>	Consultant appointed by Scottish Government – 31/03/24	C	M	<p>Reviewed recommendations of Scottish Government scope 3 emissions document. This action aims to identify our scope 3 baseline work more broadly.</p> <p>Action Complete.</p>
16	Create a tracker to monitor Glasgow Life's ongoing lighting replacement scheme proposed in action 5 . This tracker will outline what works have been completed alongside highlighting the percentage of LED lighting within non-converted building.	Andy Taylor	<p>Tracking progress will help to prioritise action within existing resource and financial constraints</p> <p>No direct emission impact, however will provide information as the project progresses.</p>	31/03/2024	C	L	<p>Tracker used for reporting of all GL activities under CMP.</p> <p>Action Complete.</p>

17		Create a methodology for measurement and accounting of carbon sequestered by GCC	NRS Sustainability Group Manager	<p>Understanding the impact sequestration of carbon emissions will help to prioritise pace and focus towards GCC net zero 2030 target.</p> <p>A methodology will identify what contribution sequestration is making towards Net Zero target.</p>	31/03/2027 (CR)	G	H	Carbon Sequestration working group considering options in line with net zero routemap requirements. Action ownership to transfer to working group.
18		To ensure that quarterly reporting on consumption is considered by Leadership.	Assistant Group Manager (Energy Management)	<p>This is a longer term action to ensure progress towards targets is being tracked and managed.</p> <p>No direct emissions savings but will inform future projects.</p>	From 31/03/24	G	L	<p>Monthly Utility Summary updates are being provided to the Senior Management Team.</p> <p>Report delivered to committee on 20th of January 2026 on the activities of the EMT for the April to December 2025 period.</p> <p>A powerpoint presentation was given to the SMT on 28th January.</p>
19		Complete project to baseline waste produced by GCC	NRS Waste and Recycling Team	<p>Understanding the profile of our waste based emissions will support prioritisation of action.</p> <p>Municipal waste statistics will enable G.C.C. to consider the impact of Carbon emissions on the baseline figure.</p>	30/06/2025	C	M	<p>Action considered as complete, however may be revisited as waste streams change and estimates of G.C.C. waste produced change.</p> <p>Action Complete.</p>
20		Identify pathways for reducing emissions produced through our supply chain	Corporate Procurement Unit-Procurement Development Manager	<p>Understanding how to effectively reduce emissions across the supply chain will help to effectively prioritise action within cost and resource constraints. Link to outcomes of action 13</p> <p>No direct emission impact, however will provide information as the project progresses.</p>	31/12/2025 (CR)	C	M	<p>The CPU are still utilising the 4c.7 single procurement question within key contracts which asks suppliers to provide details on their carbon reduction plans and on how this can support the councils carbon reduction target. We also include sustainable questions as part of our tender evaluation criteria which again supports carbon reduction, as a supplier with carbon reduction initiatives has a greater chance of being award the tender compared to a supplier who doesnt have carbon reduction or sustainability goals.</p> <p>Action Complete.</p>

21		Review the staff travel survey every 3 years. This survey informs the creation of actions required within to reduce our emissions associated with business travel	NRS Transport Planning and Delivery Group Manager	Understanding the travel behaviour of GCC staff will help to scope action to reduce associated emissions. Identify projects where we can reduce Carbon emissions.	28/02/2027	C	L	Refreshed Staff Travel Plan presented and approved at Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee in March 2025. Action Complete.
	21.1	Upgrading of G.C.C Cycling Fleet	NRS Transport Planning and Delivery Group Manager	No direct emissions saving, however the action will inform behaviour and promote active travel.	31/03/2025			All pool bikes now been serviced and returned to the fleet. Action Complete.
22		Submit funding applications into the Scottish Public Sector Heat Decarbonisation Fund to provide funding for actions identified through the building audit actions (action 9) (Periodic updates)	Corporate Asset Management Team	Funding decarbonisation interventions will have a direct positive impact on emissions reduction across the Council estate. Funding will facilitate delivery of projects that will result in emissions savings.	30/06/25. Ongoing submissions into each available round. submissions into each available round	G	L	Submissions previously successful. Future submissions dependent on availability.
23		Identify new funding streams that can continue to support continued carbon reduction across the Glasgow City Council estate and its activities (Periodic updates)	All – NRS Sustainability to oversee through PMO	Unlocking new funding stream will assist in financing emissions reductions projects Funding will facilitate delivery of projects that will result in emissions savings.	Ongoing	G	L	Submissions previously successful. Future submissions dependent on availability.
24		Create an energy management module through the Climate Literacy training update onto GOLD	NRS Sustainability Project Officer (policy section)	Upskilling staff will lead to a more effective delivery and prioritisation of emission reduction projects No direct emissions savings , however staff training will have an impact on behaviour change.	31/05/2025 (CR)	C	L	Energy Efficiency module Course launched onto G.C.C. GOLD training platform. Action Complete.
25		Require carbon literacy training for GCC employees, focus initially on staff with asset management responsibilities	NRS Sustainability Project Officer (policy section)	Upskilling staff will lead to a more effective delivery and prioritisation of emission reduction projects. Use of both GCC training and that available from Scottish Government. No direct emissions savings , however staff training will have an impact on behaviour change.	01/12/2025	C	L	A total of 1270 staff have completed Climate Literacy Training as of 1st December 2025. A total of 1124 have completed Energy Management Module training as of 1st December 2025. The action has a completion date of December 2025 and as the courses have launched. Action Complete.

26	Deliver training in energy monitoring and reporting processes to relevant GCC and ALEO staff.	NRS Sustainability (project section) Energy Co-ordinator Energy monitoring Officer	Upskilling staff will lead to a more effective delivery and prioritisation of emission reduction projects. Use of both GCC training and that available from Scottish Government. No direct emissions savings , however staff training will have an impact on behaviour	30/06/2024	C	L	Identified staff or new staff members will undertake training as a business as usual approach. Action Complete.
27	Review historic data and associated estate activity. Use data from previous projects to build the case for investment in future projects	Assistant Group Manager (Energy Management)	Improved learning about actual impact of projects. Pick examples of previous projects and use the data to develop an evaluation template to move forward.	31/12/2024	C	L	As part of the energy profiling, The Energy Management Team has been identifying successful projects to use as proof of concept. Action Complete.
28	Install new L.E.D. lighting to Eastgate Building & Upgrade Building Management System to Improve building controls.	Corporate Asset Management Team	Direct positive impact on emissions reduction across the Council estate Carbon saving is equivalent to 6.87t/CO ₂ e per annum.	30/06/2025	C	M	Lighting and BMS upgrades complete. Action Complete.
29	Energy profiling of GCC Estate Buildings.	Corporate Asset Management Team	Potential for Direct positive impact on emissions reduction across the Council estate.	31/03/2026	A	M	GCC buildings are being assessed to establish the current base energy requirements. Primarily this is investigating heat demand as it impacts on Gas and Electricity usage, this is being assessed using half -hourly (HH) gas and electricity metering data to identify demand. Action requires monitoring as completion date approaches.
30	Forensic Water Audit of GCC Estate.	Corporate Asset Management Team	Minimal direct impact on emissions across the estate , potential savings to be identified following the audit and inform future water saving projects.	30/11/2026	A	L	ITT was advertised and bids received. These have been assessed and passed to Corporate Procurement Unit. Suitability of submitted bids to be reviewed in respect of fulfilling terms of the action. May impact on completion date.
31	Road Signage De-Illumination Project	NRS - Roads , Lighting and Contracts	Reducing the amount of energy required to operate Road Signage Lighting will have a direct positive impact on emissions reductions.	31/01/2031	G	L	New Project
32	L.E.D. Controls Project - Feasibility Study	NRS - Roads , Lighting and Contracts	No direct impact on emissions however feasibility study will inform emissions savings from future lighting projects.	31/07/2026	G	M	New Project
33	GCC Fleet Electric Vehicle Charging Infrastructure Project	NRS - Fleet Services	Fleet EV chargepoints will have an indirect positive impact on emissions reduction across the estate.	31/12/2030	G	L	New Project
34	GCC Estate Energy Optimisation Programme	NRS - Asset Management	This action will provide significant carbon reductions for Glasgow City Council as energy performance is optimised across operational estate.	01/04/2038	G	H	New Project

