



Just Transition Implementation Plan

February 2024

Following a commitment in the [Climate Plan](#), Glasgow established a local equivalent of Scotland’s Just Transition Commission (a cross-party Just Transition Working Group) to address one of the most significant challenges which Glasgow faces: how can we ensure that progress towards a net zero and climate resilient society protects communities and businesses and enhances opportunities for them, whilst seeking to tackle inequality and injustice?

The Working Group developed a [Recommendations Report](#), detailing actions which the city can take to ensure that the transformation to a greener economy and society is delivered in a way that is fair and inclusive to the people of Glasgow. This explored the role and position of government, business, trade unions, citizens, the voluntary and community sector, and the public sector to facilitate and accelerate the transition to net zero. The report and its set of 18 recommendations (shown under each of the Working Group’s key lines of enquiry below) were discussed at the Net Zero and Climate Progress Monitoring Committee in August 2023 and approved by the City Administration Committee in September 2023.

KLOE 1	Governmental Planning Approaches
1	Ensure human rights and fair work principles are incorporated into net zero planning and actions
2	Establish governance and ownership models for planning and delivering the transition
3	Work with the Scottish Government to develop a concept for a 20-minute neighbourhood in Glasgow in the context of the Just Transition
4	Encourage the Scottish Government to prioritise funding for community led and municipal energy programmes
5	Lobby the Scottish and UK Governments to provide an Investment Fund which will support a Just Transition to net zero
KLOE 2	Private Sector Preparation
6	Work with the Transition Plan Taskforce to incorporate a justice element to transition plan guidance
7	Co-develop a targeted support offer which will help SMEs to decarbonise

8	Call on employers to work with trade unions and educational institutions to create an integrated green jobs pathway in the city
9	Set up a Just Transition Fund to finance activity in Glasgow
KLOE 3	The Role of Citizens, Trade Unions and Communities
10	Make the Just Transition less abstract to citizens by building a narrative about what a fairer, greener future could look like
11	Carry out meaningful community engagement to empower citizens and increase public participation
KLOE 4	Glasgow City Council Actions
12	Adopt a more integrated approach to economic development and climate planning
13	Develop the circular economy and local supply chains through the lens of international climate justice
14	Investigate the development and use of Skills Passports
15	Create a process journey map for home retrofit and building decarbonisation activity
16	Investigate different financing models to accelerate energy efficiency building improvements in Glasgow
17	Focus on mobility justice to improve transport and connectivity in the city
18	Improve and increase access to community assets and green space

This Implementation Plan seeks to build on the Working Group's initial report by detailing how the recommendations will be delivered. It outlines how existing mechanisms for monitoring the progress of Glasgow's net zero work will be used to support a Just Transition element, as well as aiming to develop new ways of doing so. It is recognised that the changing context of the climate emergency and responses to it at local and national levels means that the recommendations will need to be both iterative and flexible as the city's approach to the transition evolves over time, and in the light of an ongoing conversation with

communities in Glasgow. Monitoring of the 18 recommendations and an overall assessment of how things stand will be made via annual progress updates to committee alongside the Climate Plan.

To support development of the Implementation Plan, a series of discussions have taken place with key Council services and external partners. In addition, a workshop was held in December 2023 with services from across the Council, including colleagues from Procurement, Transport, Planning, Sustainability, Education Services, Economic Development and City Building. During the session, participants mapped existing work taking place under each of the recommendations in order to ensure their alignment with relevant projects and to avoid duplication of activity. The workshop was a starting point to identify which teams are best placed to lead and deliver on specific recommendations. More broadly, it provided an opportunity for teams with a range of remits to come together and will foster greater collaborative working on the Just Transition agenda across the corporate Council.

Details of how each recommendation will be implemented are outlined in the following section. A column has been included to represent current policy and service activity in relation to each of the recommendations, with a key aim of the plan to influence and shape their development towards an enhanced Just Transition perspective. This will potentially allow the existing monitoring and evaluation arrangements for such work to feed into the assessment of progress towards a Just Transition, as well as allow for opportunities to emerge from them for closer alignment with this agenda. The next column notes key delivery partners and identifies a lead which will be responsible for co-ordinating activities and reporting back on them. A sense of what progress might look like is included in a further column. This area is a principal challenge for this work and will be a focus for further discussion with partners alongside the development of actions directed towards the delivery of a Just Transition. The timescale for delivery is noted in a final column, and colour coded as follows:

Short term = 12-18 months	
Medium term = 2-5 years	
Long term = 5+ years	

KLOE 1	Governmental Planning Approaches		
1	Ensure human rights and fair work principles are incorporated into net zero planning and actions		
Update	Delivery Partners	Assessing Progress	Timescale
<p>The Scottish Government recognises climate change as a human rights issue and the transition to net zero as an opportunity to tackle inequalities in the update to its Climate Change Plan 2018-2032, and so we will work closely with the national agenda to ensure actions are aligned with these priorities throughout the transition.</p> <p>The Glasgow Living Wage is a mechanism to deliver good jobs and fair work opportunities. We will build on its success to increase take-up with employers and ensure alignment with the Just Transition agenda.</p> <p>The Council's Equalities Impact Assessment and newly developed Climate Impact Assessment will further support this recommendation by ensuring that all policies, projects and plans consider the impact on the environment and equalities dimensions.</p> <p>The Employability Team within Economic Development is working closely with the Centre for Civic Innovation (CCI) to embed Fair Work First into Glasgow's employability services.</p> <p>There is currently a 5% weighting on Fair Work in the Council's procurement legislation and the Single Procurement Document covers human rights issues.</p>	<ul style="list-style-type: none"> • GCC Economic Development and Sustainability teams (Co-leads) • GCC Planning • GCC Procurement • Sustainable Glasgow Partnership 	<p>The Fair Work Framework will help to measure and evaluate performance in this area.</p> <p>Glasgow's Thriving City Portrait, developed through the Thriving Cities Initiative (TCI), also provides a set of key indicators which will help to assess progress of this recommendation, specifically the 'Local Social' dimensions.</p>	

2	Establish governance and ownership models for planning and delivering the transition		
Update	Delivery Partners	Assessing Progress	Timescale
<p>As an immediate area of focus, we will look at ways to mainstream Just Transition planning and delivery into existing governance groups with a wide range of city partners, principally through Sustainable Glasgow’s four thematic hubs. We will test governance approaches for a collaborative Just Transition through project opportunities arising from EU Horizon funding.</p> <p>We are also working with the CCI to embed greater citizen ownership and decision-making into transition planning and action. The learning from a collaborative project, funded by the Carbon Neutral Cities Alliance (CNCA), will be used to continue this work beyond the project end date in September 2024. The results of the engagement with citizens will allow us to shape this approach as we take forward work on this agenda.</p>	<ul style="list-style-type: none"> • Economic Development and Sustainability teams (Co-leads) • Sustainable Glasgow Partnership • Glasgow Economic Leadership (GEL) • Centre for Civic Innovation • Trade unions 	<p>Progress will be assessed through the evaluation of the CNCA project and via the Sustainable Glasgow Board.</p> <p>We will also host an annual Just Transition Summit in Glasgow, convened by the Chair of the Working Group, to act as a mechanism for guiding and delivering the Just Transition with key stakeholders.</p>	
3	Work with the Scottish Government to develop a concept for a Liveable Neighbourhood in Glasgow in the context of the Just Transition		
Update	Delivery Partners	Assessing Progress	Timescale
<p>There is already much work taking place to progress the Liveable Neighbourhoods agenda across the city. This also aligns with the feminist town planning approach, which puts women at the centre of all aspects of planning, public realm design, policy development and budgets. Officers from the Green Economy and Liveable Neighbourhoods and Active Travel teams are</p>	<ul style="list-style-type: none"> • GCC Liveable Neighbourhoods and Active Travel team (Lead) • GCC Economic Development • GCC Planning 	<p>The Place Standard Tool will allow us to measure ongoing progress of this recommendation. It includes 12 key quality criteria which help agencies and communities to assess the quality of place and its effects on quality of life.</p>	

<p>currently working together to develop a prototype project in an area of the city, to embed Just Transition principles into Tranche 3 of the Liveable Neighbourhoods Programme.</p> <p>Work for this recommendation will aim to influence the local delivery of National Planning Framework 4 (NPF4) and the Place Principle, as well as the next version of the City Development Plan (CDP2), with an Evidence Report due to be presented to the Scottish Government this Summer.</p> <p>We will continue to work with the Scottish Government's 20-minute Neighbourhood Policy team through this activity.</p>	<ul style="list-style-type: none"> • Scottish Government 20-minute Neighbourhood Policy team 		
4	Encourage the Scottish Government to prioritise funding for community led and municipal energy programmes		
Update	Delivery Partners	Assessing Progress	Timescale
<p>The Glasgow Climate Plan contains an action to support communities on renewable energy projects in Glasgow. The development of a Community Renewable Energy Framework (CREF) is the main means of progressing this commitment. The CREF will identify a portfolio of sites on vacant and derelict land which are suitable for community led renewable energy development and outline the process by which communities can work with the Council. This looks to enable the Council to present opportunities to community energy organisations in a fair and transparent way, and support project development to ensure direct local benefit. The CREF will direct community groups to a suite of complementary resources</p>	<ul style="list-style-type: none"> • GCC Sustainability team (Lead) • Sustainable Glasgow Housing and Heating Hub • Scottish Government 	<p>We will assess progress of this recommendation via the monitoring and evaluation of the CREF, once developed.</p>	

<p>and tools to develop their own renewable energy projects. This will include the Local Energy Scotland (LES) Resource Hub and potential funding routes. Officers within Economic Development are also exploring different financing approaches through a partnership between Mannheim Foundation, Scottish Community Finance, and the Council.</p> <p>In its Draft Energy Strategy and Just Transition Plan, the Scottish Government committed to: <i>“maximise community benefit from energy projects, including through community ownership and shared ownership of renewables”</i>. We will therefore work with national government to explore and advocate for funding opportunities for community and public energy programmes across the city.</p>			
5	Lobby the Scottish and UK Governments to provide an Investment Fund which will support a Just Transition to net zero		
Update	Delivery Partners	Assessing Progress	Timescale
<p>The Council has established strong relationships with the UK Core Cities Group and Scottish Cities Alliance in order to make common cause for greater national investment in urban net zero activities. The 3Ci collaboration (Cities Commission for Climate Investment) is a key approach to this agenda and gives the Council access to a shared city policy discussion with UK Government departments. We will mobilise our work with city partners to bring a strong Just Transition element to this collaboration and look for opportunities to engage with our two national governments on support for a local Just</p>	<ul style="list-style-type: none"> • GCC • Scottish Government • UK Government 	<p>Our ongoing cooperative work with the UK Core Cities Group, Scottish Cities Alliance and 3Ci will provide opportunities to seek investment in Glasgow from the UK and Scottish Governments.</p>	

Transition, especially in recognition of the pathfinder role which Glasgow can offer for national learning as it leads the way to a resilient post-carbon future.			
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KLOE 2	Private Sector Preparation			
6	Work with the Transition Plan Taskforce to incorporate a justice element to transition plan guidance			
Update			Timescale	
<p>Following feedback from Glasgow’s Just Transition Working Group and other stakeholders, the TPT established three Working Groups to develop guidance on nature, adaptation and the just transition. The TPT has now published the final transition plan Disclosure Framework, which was informed by the work of its own Just Transition group. This commits businesses to disclose the strategic ambition of their transition plans, and to “set out whether and how the entity is pursuing these objectives and priorities in a manner that captures opportunities, avoids adverse impacts for stakeholders and society, and safeguards the natural environment.”</p> <p>This recommendation will now be combined with recommendation 7 below, with a focus on providing support to Glasgow businesses to develop transition plans.</p>				
7	Co-develop a targeted support offer which will help SMEs to decarbonise			
Update		Delivery Partners	Assessing Progress	Timescale
<p>Work for this recommendation will build on Glasgow’s Green Business Support Programme and the continuation of the Step Up to Net Zero initiative. The Council’s Economic Development service will therefore work with the Glasgow Chamber of Commerce to engage with local SMEs and identify their support needs for reducing carbon emissions</p>		<ul style="list-style-type: none"> • GCC Economic Development (Lead) • Glasgow Chamber of Commerce • Sustainable Glasgow Green Economy and Private Sector Hub • Glasgow businesses 	<p>Specific details on the support offer will be finalised by the end of 2024. This will include identifying KPIs such as the number of businesses engaged with and supported through the activity.</p>	

<p>and building resilience to the impacts of climate change.</p> <p>The Sustainable Glasgow Green Economy and Private Sector Hub will also be able to engage with larger companies to consider support for smaller businesses which may struggle with resource and capacity.</p> <p>This work will also help to inform consideration of how future UK Shared Prosperity Fund allocations might be shaped towards this recommendation.</p>			
<p>8 Call on employers to work with trade unions and educational institutions to create an integrated green jobs pathway in the city</p>			
<p>Update</p>	<p>Delivery Partners</p>	<p>Assessing Progress</p>	<p>Timescale</p>
<p>This action aligns with the ambitions of the Just Transition Skills Action Plan (JTSAP) and will be brought to the city's Local Employability Partnership (LEP) for further development.</p> <p>The Sustainable Glasgow Partnership also brings the city's private sector and education providers together and can therefore potentially offer a route for developing a green jobs guarantee, with support from trade unions.</p>	<ul style="list-style-type: none"> • Local Employability Partnership (Lead) • Sustainable Glasgow Partnership • GCC Education Services • GCC Employability team • Trade unions 	<p>Progress will be evaluated via monitoring of the JTSAP.</p>	
<p>9 Set up a Just Transition Fund to finance activity in Glasgow</p>			
<p>Update</p>	<p>Delivery Partners</p>	<p>Assessing Progress</p>	<p>Timescale</p>

<p>Sustainable Glasgow is currently exploring a scheme which would allow businesses and employers in the city to localise any offsetting of their carbon emissions through supporting climate activity in the city itself. The scheme would seek to redirect finance in Glasgow, such as private sector contributions linked to emissions, towards funding local programmes and projects which can reduce emissions directly for the city and/or enhance tree cover and biodiversity.</p>	<ul style="list-style-type: none"> • Economic Development and Sustainability teams (Co-leads) • Sustainable Glasgow Green Economy and Private Sector Hub 	<p>A formal agreement for businesses to sign up to this scheme, through the Sustainable Glasgow Green Economy Hub, will be the key initial indicator of progress towards this recommendation.</p>	
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KLOE 3	The Role of Citizens, Trade Unions and Communities		
10	Carry out meaningful community engagement to empower citizens and increase public participation		
Update	Delivery Partners	Assessing Progress	Timescale
<p>Communication and Community Empowerment is a key theme of the Climate Plan and a number of actions are already taking place to engage with citizens and communities on the topic of climate change. In particular, the Climate Engagement and Communication Framework is currently being developed to provide a clear approach for engaging a wide range of stakeholders, including the people of Glasgow, in the transition to net zero.</p> <p>Additionally, the CNCA project with the CCI, Village Storytelling Centre and Glasgow Caledonian University's Centre for Climate Justice will use inclusive engagement techniques to build the capacity of communities, particularly those who are under-</p>	<ul style="list-style-type: none"> • GCC Economic Development (Lead) • GCC Communities team • GCC Sustainability team • Centre for Civic Innovation • Community organisations • The Village Storytelling Centre • GCU Centre for Climate Justice 	<p>The Climate Engagement and Communication Framework will allow us to assess progress and increase community engagement on climate change. KPIs will be formed following the development of a report on the framework, which is due to be completed by Summer 2024.</p> <p>We will also assess progress through the evaluation of community engagement activities which will take place during the CNCA project.</p>	

<p>represented in decision-making processes, to take part in and facilitate the move towards a greener future.</p> <p>We will also explore different policies and tools, including green participatory budgeting and Community Wealth Building, as a means to empower citizens in Glasgow during the transition to net zero, with a particular focus on those who are traditionally less likely to be involved in such discussions.</p>			
11	Make the Just Transition less abstract to citizens by building a narrative about what a fairer, greener future could look like		
Update	Delivery Partners	Assessing Progress	Timescale
<p>The engagement activities that will be carried out through the CNCA project will help to make the concept and practices of a Just Transition more relatable to local people. The Village Storytelling Centre will work with citizens to create stories about what a Just Transition would look like based on their ideas, lived experience and the issues they care about most, with a focus on how the transitions of the past have impacted on their lives today.</p>	<ul style="list-style-type: none"> • Economic Development and the Centre for Civic Innovation (Co-leads) • The Village Storytelling Centre • GCC Sustainability team • GCC Communities team • GCU Centre for Climate Justice 	<p>The CNCA project and its outputs, particularly the collation of citizen stories related to the transition, will allow the Council and communities to measure progress towards achieving this goal.</p>	

KLOE 4	Glasgow City Council Actions		
12	Adopt a more integrated approach to economic development and climate planning		
Update	Delivery Partners	Assessing Progress	Timescale

<p>The Council's Strategic Plan and the Glasgow Green Deal offer a basis for the integration of economic development and climate planning by coordinating the crosscutting actions that need to be taken to achieve a Just Transition.</p> <p>The Council engages in a range of collaborative groups with external partners such as Sustainable Glasgow and Glasgow Economic Leadership. Within the organisation itself, officer co-working groups such as the Climate and Sustainability Board and the Climate Emergency and Adaptation Liaison Group offer a basis on which to integrate and align a Just Transition approach and ambitions. The Council has also established a Climate Finance Group to explore models for securing the investment needed to support its 2030 net zero carbon emissions target. The need therefore is likely to be more focused on connecting with and influencing these groups than on creating new ones - but that principle will be tested in practice as the evolution of current arrangements is progressed towards the Just Transition agenda.</p>	<ul style="list-style-type: none"> • Glasgow Economic Leadership and the Sustainable Glasgow Partnership (Co-leads) • GCC Economic Development • GCC Sustainability team 	<p>The monitoring of the Green Deal Action Plan and ongoing collaboration through groups with shared ambitions to decarbonise the economy will support and allow us to determine progress in this area.</p>	
13	Develop the circular economy and local supply chains		
Update	Delivery Partners	Assessing Progress	Timescale
<p>A Circular Economy Working Group has been established, which includes representation from across the Council, Circular Glasgow and Zero Waste Scotland, to develop the city's circular economy and support delivery of the Circular Economy Route Map for Glasgow.</p>	<ul style="list-style-type: none"> • GCC Sustainability team (Lead) • Circular Economy Working Group • Glasgow Chamber of Commerce • Zero Waste Scotland 	<p>The Circular Economy Route Map sets out a framework and detailed action plan to enable Glasgow to embrace a sustainable economic future. This will enable us to measure progress on this agenda via the</p>	

<p>As an initial step to deliver this recommendation, the Circular Economy Working Group will look to conduct a mapping exercise of the circular economy in Glasgow, including circular businesses, activity and initiatives. In particular, the group will look to collate data on manufacturing sites in and around the city in order to inform approaches to and discussions with companies about the circular goods and services that will be required for the transition.</p> <p>A circular economy project team has also been established within Economic Development to progress Action 2 of the Economic Strategy, which focuses on developing Glasgow's circular economy.</p>	<ul style="list-style-type: none"> • Ellen MacArthur Foundation • Thriving Cities Initiative • City Building • Glasgow businesses 	<p>Circular Economy Working Group.</p>	
<p>14</p>	<p>Investigate the development and use of Skills Passports</p>		
<p>Update</p>	<p>Delivery Partners</p>	<p>Assessing Progress</p>	<p>Timescale</p>
<p>Following engagement with the Working Group, the Just Transition Skills Action Plan (JTSAP) was developed to align skills-related ambitions and actions on this agenda. The JTSAP was presented to Eurocities network peers at a Social Affairs Forum Employment Working Group in December 2023 and recognised for its innovative best practice. Action 14 of the plan states a commitment to <i>"Implement a green-skills passport that covers through from early years to retirement"</i>, and therefore this recommendation will be taken forward through delivery of the JTSAP.</p>	<ul style="list-style-type: none"> • Local Employability Partnership (Lead) • GCC Education Services • GCC Employability team • Sustainable Glasgow Partnership • Schools, colleges, universities and training providers • Employers • Trade unions • SQA 	<p>Progress will be evaluated via monitoring of the JTSAP.</p>	

15	Create a process journey map for home retrofit and building decarbonisation activity		
Update	Delivery Partners	Assessing Progress	Timescale
<p>This recommendation aligns with the development of Glasgow's Low Heat and Energy Efficiency Strategy (LHEES), Glasgow's Local Housing Strategy and the Affordable Warmth Strategy. Work on it will therefore be taken forward through the Sustainable Glasgow Housing and Heating Hub, with support and expertise from City Building.</p> <p>The Scottish Futures Trust's Net Zero Buildings team work with a range of partners on the decarbonisation of the built environment and links to them will be made in order to further support the development of this work (as well as recommendation 16 below).</p>	<ul style="list-style-type: none"> • Economic Development and Glasgow City Region (Co-leads) • Sustainable Glasgow Housing and Heating Hub • GCC Sustainability team • GCC Housing • City Building 	<p>Sustainable Glasgow's Housing and Heating Hub will evaluate progress on the development of the map, and ensure alignment with the LHEES.</p>	
16	Investigate different financing models to accelerate energy efficiency building improvements in Glasgow		
Update	Delivery Partners	Assessing Progress	Timescale
<p>The 3Ci's Net Zero Neighbourhoods Programme will directly support this by piloting a new governance and finance model for street-by-street and place-based housing retrofit in two key areas of Glasgow.</p> <p>The Green Business Grant provides funding to support businesses to make energy efficiency improvements to their premises. The learning from this work will be used to develop and improve the grant and support offer to</p>	<ul style="list-style-type: none"> • Economic Development and Sustainability teams (Co-leads) • Sustainable Glasgow Housing and Heating Hub • City Building • Housing associations • Scottish Government • 3Ci 	<p>The implementation of the LHEES will be the main mechanism for assessing progress on this recommendation.</p> <p>The Net Zero Neighbourhoods Programme will further allow us to explore different financing options, through the development of a feasibility study, and monitor progress</p>	

<p>businesses in Glasgow (linked to recommendation 7).</p> <p>The development of the Green Business Support Programme could potentially allow for exploration of green leases to support energy efficiency improvements in private tenancies across the city.</p>		<p>towards delivering this recommendation.</p>	
17	Focus on mobility justice to improve transport and connectivity in the city		
Update	Delivery Partners	Assessing Progress	Timescale
<p>Glasgow's City Network will add almost 270km of safe, segregated active routes for walking, wheeling and cycling to existing routes in Glasgow. Areas of the city have been selected after considering factors such as deprivation statistics, pedestrian and cyclist injuries, whether cycling infrastructure is already in place, the amenities available in an area, population size and levels of car ownership.</p> <p>The development and implementation of the Clyde Metro programme also looks to improve accessibility for communities across the city and surrounding metro area as well as delivering environmental benefits, improving public transport and making sustainable travel options more affordable and attractive.</p>	<ul style="list-style-type: none"> • Sustainable Glasgow Green Economy and Private Sector Hub (Lead) • Sustainable Glasgow Green Infrastructure and Transport Hub • GCC Transport team • GCC Clyde Metro team • Glasgow Bus Alliance • Transport providers including SPT, Transport Scotland and ScotRail 	<p>The Glasgow Transport Strategy, Active Travel Strategy and City Network Delivery Plan will be the key mechanisms for assessing progress on this agenda.</p> <p>Glasgow is participating in ICLEI's Malmo Commitment and through this we have developed a set of indicators to measure progress in relation to inclusive sustainable transport in the city, which will support us to measure progress on this recommendation.</p> <p>The Thriving City Portrait for Glasgow includes an indicator on mobility which will further allow us to measure progress.</p>	

18	Improve and increase access to community assets and green space		
Update	Delivery Partners	Assessing Progress	Timescale
<p>This recommendation aligns well with the work already undertaken to identify good practice around community assets through the report of the Place Commission. The report itself stated that a stronger focus on place could enhance partners' shared aim to address the climate emergency.</p> <p>The Council's Food Growing team have multiple projects at different stages of development to create more opportunity for food growing and improve biodiversity across the city. Delivering the Food Growing Strategy and Community Empowerment Act 2015 will increase the availability of sites (on vacant and derelict land and green/open space) where individuals and organisations (such as co-operatives and social enterprises) can grow food.</p> <p>The CREF will identify a list of GCC owned vacant and derelict land sites as suitable locations for community-led renewable energy programmes, to support their development.</p> <p>The Council will also use the next iteration of the City Development Plan to look at opportunities to widen access to a range of assets in the city.</p>	<ul style="list-style-type: none"> • GCC Planning (Lead) • GCC Food Growing team • GCC Communities team • Glasgow Community Food Network 	<p>The monitoring of progress on the Food Growing Strategy, CREF and CDP2 will measure progress in this area.</p> <p>The Thriving City Portrait indicators will also provide a metric to work towards and deliver on this recommendation.</p>	