



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

**Report by Executive Director of Neighbourhoods,
Regeneration and Sustainability**

Contact: Cormac Quinn ext 73625

**Strategic Plan Performance: Grand Challenge 4:
Enable staff to deliver essential services in a sustainable, innovative and
efficient way for our communities**

- Mission 1: Create safe, clean and thriving neighbourhoods
- Mission 2: Run an open, well governed council in partnership with all our communities
- Mission 3: Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Purpose of Report:

To report the performance of the Council Strategic Plan 2022-2027 and the agreed Mission based approach.

Recommendations:

The committee is asked to:

- Consider and note the content of the report; and
- Consider any specific Commitments or actions that require officers to report back on with further detail or progress updates as part of the Committee's future work programme.

Ward No(s):

Citywide: ✓

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

PLEASE NOTE THE FOLLOWING:

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1. Background

- 1.1 The [Council Strategic Plan](#) was agreed at Full Council on 27 October 2022 and the Operational Performance Delivery and Scrutiny Committee is tasked with monitoring the delivery of the Strategic Plan. The review of the Strategic Plan was completed and presented to [Full Council](#) in October 2024.
- 1.2 Following agreement at the [Operational and Delivery Scrutiny Committee](#) (OPDSC) in November 2022, a template has been issued to all Services. The template structures and supports scrutiny of the Strategic Plan and illustrates the crosscutting nature of the Missions, as Services work together to deliver the Council's priorities. The template is subject to review to ensure Service and Member feedback is incorporated.
- 1.3 As part of an iterative approach to ensuring relevant KPIs are included

2. Council Strategic Plan

- 2.1 The Strategic Plan has been structured into 4 Grand Challenges and their supporting missions. The Grand Challenges are:
 1. Reduce poverty and inequality in our communities.
 2. Increase opportunity and prosperity for all our citizens.
 3. Fight the climate emergency in a just transition to a net zero Glasgow.
 4. Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.
- 2.2 Each Grand Challenge is underpinned by Missions and Commitments. Services undertake the work to achieve the Commitments which in turn contributes to the goal of each Mission. This report focuses on:
 - Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities
 - Mission 1: Create safe, clean and thriving neighbourhoods
 - Mission 2: Run an open, well governed council in partnership with all our communities
 - Mission 3: Enable staff to deliver a sustainable and innovative council structure that delivers value for money

- 2.3 Council has agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressures and budget constraints. There is a transparent change control process in place to assist this. The review of the Strategic Plan was completed and presented to [Full Council](#) in October 2024.
- 2.4 Council has previously received updates on Grand Challenge 4, Missions 1 and 2, 3 at meetings on [4 December 2024](#)

3. **Commitments and Emerging Commitments**

- 3.1 Work is in progress to deliver the Strategic Plan commitments across key areas.
- 3.2 Some of the key areas relating to Grand Challenge 4 are included in this report. These are:
- Delivery of a new City Development Plan has progressed with the approval of the Evidence Report and conclusion of the Gatecheck process.
 - Improvements to domestic refuse collection and recycling with the introduction of bin hubs, completion of the bin hub trial and roll out of Phase 2.
 - EQIA Guidance annual refresh
 - Delivery a number of key Equality Group Forums
 - Update on the Empty Homes Action Plans
 - Development of the Performance Framework to support LOIP
 - The continuing development of local ward plans
- 3.3 A number of Commitments and attendant actions were noted as performing at Amber; these include:

Mission 1

- Commitment - Develop secure funding for and implement local infrastructure changes in line with a Liveable Neighbourhoods approach for every single community by 2030 so that our local streets are safe and pleasant for everyone to walk, wheel, cycle, play and spend time in.
- Commitment - Deliver the Food Growing Strategy and increase the number of allotments and community growing spaces across the city.

Mission 2

- Commitment- Advocate for refugee rights.

3.3 Appendix 1 includes the Case Studies from NRS on the Bin Hub pilot; and included at Appendix 2 are some of the Finance KPIs we committed to reporting as part of recent Audit recommendations.

4. Next Steps

4.1 The Strategic Plan remains under review so as to allow for the consideration of emerging commitments. Where appropriate these commitments will be considered through the approval process for future inclusion in the Strategic Plan..

5. Recommendations

5.1 The Committee is asked to:

- Consider and note the content of the report;
- Consider any specific Commitments or actions that require officers to report back on with further detail or progress updates as part of the Committee's future work programme.

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES					
MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Deliver a new City Development Plan with attention to sustainability, inclusivity, accessibility, biodiversity, and climate resilience					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue with work on the Evidence report for the new Local Development Plan.	<p>Report Evidence Report to Economy, Housing, Transport and Regeneration (EHTR) on 23rd April 2024, City Administration Committee on 6th June 2024 and full council on 27th June 2024.</p> <p>Report City Development Plan 2 (CDP2) progress to EHTR committee in November 2024 and note 2024</p>	<p>The Evidence Report received City Administration Committee approval and was presented to Full Council in June 2024 to satisfy the legislative requirement to progress to the Local Development Plan (LDP) Gatecheck process.</p> <p>The Evidence Report decision was received from the Scottish Government Planning and Environmental Appeals Division (DPEA) in September 2024. Work was undertaken to set out the required additional information and issues of clarity / evidence gaps</p>	<p>Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee.</p> <p>Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.</p>	NRS	G

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS

Commitment: Deliver a new City Development Plan with attention to sustainability, inclusivity, accessibility, biodiversity, and climate resilience

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
	<p>Development Plan Scheme.</p> <p>Complete return to Scottish Government – Planning and Environmental Appeals Division (DPEA) for the Evidence Report Gatecheck process.</p>	<p>required to prepare a response.</p> <p>The updated Development Plan Scheme was reported to Economy, Housing, Transport and Regeneration Committee in November 2024. The report also updated Elected Members on the intended course of action to meet the DPEA’s Reporter’s requirements.</p> <p>GCC’s 2024 Development Plan Scheme was approved by City Administration Committee in December 2024.</p> <p>The Evidence Report has now been approved by DPEA and the Gatecheck is now complete.</p>			

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		<p>Call for Sites and Call for ideas is being assessed.</p> <p>Full details on the process and timescales are detailed in City Development Plan 2 Information hub.</p>			
<p>Prepare with the Scottish Government DPEA for the Gatecheck process.</p>	<p>Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes.</p> <p>Complete return to DPEA for the Evidence Report Gatecheck process.</p>	<p>As above.</p>	<p>Start the Gatecheck process with the Scottish Government.</p> <p>Work through process to confirm our evidence and deal with any disputes.</p>	<p>NRS</p>	<p>G</p>

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Develop, secure funding for and implement local infrastructure changes in line with a Liveable Neighbourhoods approach for every single community by 2030 so that our local streets are safe and pleasant for everyone to walk, wheel, cycle, play and spend time in.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Liveable Neighbourhoods (LN) Tranche 1-2 review for NIF opportunities.	Review of projects from each Stage of Tranche 1 and 2 by the end of Q1 24. Present to area partnerships by end of Q3.	A Report and papers were prepared for the Local Area Partnerships. The Liveable Neighbourhoods update to the Local Area Partnerships was postponed due to Neighbourhood Infrastructure Fund (NIF) criteria update paper being presented first. However, Victoria Park Area Partnership presentation was undertaken due to crossover with NCN7 Glasgow West and an East Centre NIF funding workshop was undertaken to identify projects in Q3. A GIS file of projects is being created and works are ongoing with GIS layer in development with the Local Development Plan team. GIS map files have been updated	Review of projects complete by the end of Q1 2024. Present to Area Partnerships.	NRS	Complete

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		<p>into GIS from Tranche 1 to 3. There is potential to include Local Place Plan projects in the Map when Planning activity is complete.</p> <p>A list of Projects and brief descriptions was provided to the Communities NIF team.</p>			
Liveable Neighbourhoods Tranche 3 Stage 0-2.	<p>Tranche 3 Stage 0-1 report for August 2024 Environment and Liveable Neighbourhoods (ELN) Committee by end of December 2024.</p> <p>Stage 2 completion for March 2025.</p> <p>ELN Committee March/April 2025.</p>	<p>Stage 1 engagement ended in June 2024 and a report was prepared which also incorporated findings from internal workshops. Stage 1 reports were presented to <u>Environment and Liveable Neighbourhoods</u> Committee on 8th October 2024. Project lists and recommended projects were also presented to Elected Members in September 2024.</p>	<p>Strategic Review of Liveable Neighbourhoods Study areas - stage 1 report.</p> <p>Two rounds of Engagement in April & Autumn.</p> <p>Concept Design Report.</p>	NRS	G

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		<p>Stage 2 engagement was undertaken in November and December 2024 with co-design sessions.</p> <p>Concept Design and Survey work is now complete with community Project Showcase in the first 2 weeks of March 2025. Reports are drafted and under review with final reports in April 2025. Reports are scheduled to be presented to Committee in June 2025.</p>			
<p>Continue to apply to various funding sources and resources to progress projects to RIBA Stage 3 to 4 activity from identified projects</p>	<p>Apply for funding by May 24.</p> <p>If secured committee acceptance.</p>	<p>Funding continued to be pursued following Sustrans announcing that Places for Everyone funding decisions would be paused for 24/25. However, positive feedback was given verbally from Sustrans on three redundant Places for Everyone funding</p>	<p>Apply for Sustrans Places for Everyone funding for several projects to allow design to be developed to Technical Design.</p> <p>This funding programme is significantly constrained in</p>	<p>NRS</p>	<p style="text-align: center;">A</p>

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to design and then delivery.		<p>applications on Tranche 2 LN projects.</p> <p>Provisional Agreement has been received from Transport Scotland Active Travel Infrastructure Fund Tier 2 to fund developed design of:</p> <ul style="list-style-type: none"> - Dummy Railway, - (Re-Imagining) Albert Drive - Junction 15 (Castle Street) Pedestrian Crossings, pavement and Parapet. <p>This action is presently amber due a pause in the Sustrans Places for Everyone funding decisions in 24/25.</p> <p>It is anticipated that these projects may now progress in 25/26 via Transport</p>	24/25 and final year of Places for Everyone.		

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		Scotland's Active Travel Infrastructure Fund Tier 2.			
Identifying funding for Tranche 4 to 6.	Seek funding opportunities as and when available.	<p>Funding to progress Liveable Neighbourhood activity Tranche 4 to Stage 0-1 is to be confirmed.</p> <p>This is for the areas of:</p> <ul style="list-style-type: none"> - Maryhill, - Springburn to Robroyston, - Calton to Parkhead, - Corkerhill to Househillwood. <p>Procurement activity will progress with expected work activity from June 2025 to March 2026.</p>	Seek opportunities to continue the Liveable Neighbourhoods Stage 0-2 Tranche Activity Tranche 4 to 6.	NRS	G

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Commitment: Deliver the Food Growing Strategy and increase the number of allotments and community growing spaces across the city.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>Centurion Way/ Yoker -Create additional 30 plots.</p> <p>Create additional 20 plots at Hamiltonhill, Westthorn and Elderslie St.</p>	<p>Additional plots at Centurion Way, Yoker, Hamiltonhill, Westthorn and Elderslie St, to be occupied by Mar 25.</p>	<p>A contract was awarded for Elderslie Street in September 2024 and works are now complete.</p> <p>Site use is also underway at Sighthill and the first phase of works is onsite at Westthorn.</p> <p>Other projects are being developed for tender assessment.</p> <p>This action is amber due to the project at Centurion Way being rescoped in response to feedback and resource changes affecting the programme for Yoker and Hamiltonhill tender preparation.</p> <p>Action required to address amber rating / detail revised timescales - Rescope</p>	<p>Tender documents being prepared for Yoker, Centurion Way, Hamiltonhill and Westthorn.</p> <p>Commence site use at Sighthill. Contractor works to create 50 additional lots at Yoker, Centurion Way, Hamiltonhill, Westthorn and Elderslie St.</p>	<p>NRS</p>	<p>A</p>

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		Centurion Way in response to feedback- timescales to be provided following second phase of engagement with growers. Update programme for Yoker and Hamiltonhill to reflect resourcing.			
Let's Grow Together Fund created with £50,000 grant funding distributed to local groups.	Reissue Let's Grow Together Fund for 2024/25 by May 24.	<p>The application process was promoted and submissions assessed by Officers.</p> <p>Forty organisations applied (oversubscribed), 15 projects were successful, grants awarded and payments made.</p> <p>The Let's Grow together Fund for 2025/26 will be reissued by May 2025.</p>	Publicise funding opportunity, evaluate submissions, issue funding to successful applicants, evaluate programme. Evaluation forms to be submitted as part of the funding grant allocation.	NRS	G
Develop plans for food growing at Kelso Street.	Continue with engagement with local community, secure formal transfer from	A community planting day was facilitated. Discussions and capacity building has been undertaken with the local community and is	Engage with the local community, Glasgow Life and Sportscotland and secure formal Transfer from	NRS	A

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	Glasgow Life of area for growing by Q4	ongoing. Ground investigation work has been undertaken. This action is amber due to a number of documents being requested by Sportscotland which require to be prepared. A timescale for next steps can be noted once we have submitted these and received a response.	Glasgow Life for area for growing.		
Secured £400k of Vacant and Derelict Land funding to develop 4 additional growing spaces at site opposite 339 Cleeves Rd, west of 104 Woodville St, east of 109 Dunblane St and north of 1538 Maryhill Rd	Site topography assessment to be completed and tender documents being prepared by March 25.	Geotechnical advice was sought to determine the design of the site. This has been received for all sites. Officers concentrated on engaging with communities and allotment waiting list individuals. Site investigations are progressing at west of 104 Woodville Street and east of 109 Dunblane Street to	Develop steering groups for each site to take on devolved management functions, groups to be constituted by March 25.	NRS	A

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bringing 4 VDL sites into use as community assets.		<p>inform site layout, scope of works and discussion with communities.</p> <p>This action is amber, following the feasibility stage of the project, due to:</p> <ul style="list-style-type: none"> • the site at Cleeves Road having a higher level of geotechnical consideration than anticipated and • ownership checks confirming Maryhill Road site not in our ownership. <p>Action required to address amber rating / detail revised timescales - once the physical site investigations have concluded at Dunblane Street and Woodville Street, we will identify 2 additional</p>			

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		sites from the VDL list and liaise with VDL team.			

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Commitment: Identify and introduce new infrastructure to improve domestic refuse collection and recycling in high density areas, and review city centre recycling and waste infrastructure in line with anticipated increases in city centre residential population					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Commencement of bin hub trial.	October 2025.	Bin hubs have been provided in three areas (Pollokshields, Haghill, Finnieston). Some hubs were installed on Paisley Road West, Govan in September 2024 and additional Hubs were also installed in Finnieston in January 2025. The quality of material collected within the new twin stream recycling service, which is an integral part of	Roll out Hubs in Anderson and additional areas in Pollokshields. Assess trial against project objectives.	NRS	G

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		<p>the project, is an improvement on previous dry mixed recycling service within the blue bin service.</p> <p>An update was presented to Environment and Liveable Neighbourhoods Committee in August 2024 outlining the development of services for the collection of waste and recycling from flatted properties.</p>			
Roll out of Bin hub (phase 2).	March 2025.	<p>An Assistant Project Manager and two Project Officers were appointed in October 2024 to support the bin hub expansion.</p> <p>Tenders were finalised for the procurement of bins and housing units for expansion of the bin hubs. The tender for hubs and associated infrastructure was presented</p>	<p>Procurement of waste collection infrastructure. Appointment of project team.</p> <p>Review and agree locations.</p> <p>Communication campaign initiated to impacted residents. Communication consultants engaging with local community groups.</p>	NRS	G

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		to <u>Contracts and Property</u> committee in January 2025 and approved.			

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Commitment: Invest in frontline waste and recycling workers and in training for our cleansing workforce.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Implementation of training for collection crews, supervisors and assistants.	March 2025.	<p>Training for crews and supervisors was provided by the University of Central Lancashire as part of the twin stream recycling service and new policies introduction. Polmadie Depot received training in September 2024.</p> <p>Procurement Officers are progressing the tender for appointment of a contractor to deliver training to frontline staff. Training will seek to</p>	SVQ for frontline staff, HGV training, Contamination & bin policy training.	NRS	G

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As above	March 2025	<p>replicate previous training which provided a qualification in the principles of sustainable resource management.</p> <p>Reminders have also been provided to all operational crews on the target materials accepted within the new twin stream recycling service and the application of contamination procedures when non-target materials are identified within the recycling bins.</p>	As above	NRS	

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Invest in waste processing facilities to support the uplift and recycling of a wider range of plastics.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Undertake procurement	December 2024.	There were two final bidders for the supply of the MRF	Invitation To Tender (ITT) for MRF supplier.	NRS	Complete

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exercise to appoint Material Recycling Facility (MRF) plant supplier.	As above	<p>equipment. Discussions were undertaken with both bidders as part of the procurement process adopted for this tender.</p> <p>Council Officers and Consultants assisted with the technical evaluation of the new MRF. This included visiting two MRF plants in September 2024 designed and constructed by the two remaining bidders</p> <p>The tender process for the new MRF is now complete and a report was presented to Contracts and Property Committee in March 2025 for approval to award the contract.</p>			
Submission of waste management licence modification to SEPA for the	March 2025.	High level engagement with the Scottish Environment Protection Agency (SEPA)	Submission of waste management licence modification to SEPA.	NRS	G

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new facility at Queenslie.		staff on modification to the licence has been undertaken.			

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Commitment: Improve access to recycling for tenements and flats, working towards parity of waste collection streams across all residential properties; review communal and public recycling points; and work across the Council to address back court waste issues in tenemental properties including Houses in Multiple Occupation (HMO).					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Recycling communications to support waste & Recycling projects.	March 2025.	<p>There has been on-going delivery of teaser letters and communication packs to all kerbside households impacted by the introduction of the new twin stream recycling service.</p> <p>All properties in North West, South West, and South East have received a teaser letter and a main communication pack.</p>	<p>Communication campaign initiated to impacted residents.</p> <p>Communication consultants engaging with local community groups.</p> <p>Attend area partnerships</p>	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
		A Comms Strategy has also been developed for flats for the comprehensive introduction of twin stream recycling for these property types.			
Commencement of bin hub trial.	October 2025.	Bin hubs were provided in three areas, Pollokshields, Haghill, Finnieston. Some hubs were installed on Paisley Road West, Govan in September 2024 and Finnieston in January 2025. The trial is now complete and observations from bin hubs trials has been used for the introduction of the twin stream recycling service to flats across the city.	Roll out Hubs in Anderson and additional areas in Pollokshields. Assess trial against project objectives	NRS	Complete
Roll out of Bin hub (phase 2)	March 2025.	An Assistant Project Manager and two Project Officers were appointed in	Procurement of waste collection infrastructure. Appointment of project team.	NRS	G

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS

Commitment: Improve access to recycling for tenements and flats, working towards parity of waste collection streams across all residential properties; review communal and public recycling points; and work across the Council to address back court waste issues in tenemental properties including Houses in Multiple Occupation (HMO).

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
		<p>October 2024 to support the bin hub expansion.</p> <p>Tenders were finalised for the procurement of bins and housing units for expansion of the bin hubs. The tender for hubs and associated infrastructure was presented to <u>Contracts and Property</u> committee in January 2025 and contracts awarded to bin hub supplier and separate contract awarded to bin supplier.</p>	<p>Review and agree locations.</p> <p>Communication campaign initiated to impacted residents.</p> <p>Communication consultants engaging with local community groups</p>		
<p>Work with Housing Associations / Registered Social Landlords to improve recycling services for residents.</p>	<p>March 2025.</p>	<p>Regular engagement is undertaken with Housing Associations on waste related matters including delivery of waste to the council's transfer stations by Housing Associations.</p>	<p>Meeting with Housing Associations to develop partnership working.</p>	<p>NRS</p>	<p>G</p>

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
As above	March 2025	<p>Liaison with Housing Associations who are interested in the opportunity/feasibility of introducing twin stream recycling and hubs to their properties prior to wider roll out has also been carried out.</p> <p>Housing Associations / Registered Social Landlords will be a key stakeholder on the Comms campaign when twin stream recycling is introduced to residents in flatted properties.</p>	As above		

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Commitment: Deliver household communications and information on waste and recycling, and explore how to provide information in community languages

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Recycling communications to support waste & Recycling projects	March 2025.	<p>There has been on-going engagement with residents impacted by the introduction of the new twin stream recycling service to kerbside properties. Teaser letters and communication packs were delivered prior to the commencement of the twin stream service.</p> <p>Discussions have been held with comms and marketing teams from Chief Executive's and NRS departments to re-visit comms for kerbside properties who already have the twin stream service to remind residents of target materials for each bin and the importance of capturing good quality material for recycling.</p>	<p>Working with Zero Waste Scotland consultant to develop communication collateral.</p> <p>Produce Video/ online content to support Recycling.</p>	NRS	<div style="background-color: green; color: white; padding: 2px 5px; display: inline-block;">G</div>

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
As above.	March 2025	<p>A draft Comms Strategy for flats has been developed.</p> <p>Year 2 of the garden waste permit scheme started on 1/10/24. Letters were sent to all kerbside properties in July 2024 reminding them of key dates and the process for year two commencement. New permits were distributed from September 2024 onwards with a letter reminding residents of the key target materials for the brown bin.</p> <p>A review of recycling pages on the website will be undertaken.</p>	Work with Housing Associations / Registered Social Landlords to improve messaging to residents.	NRS	

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS

Commitment: Encourage shared management of private lanes and back courts and deliver the Private Lanes Fund to help residents improve them.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue to Promote and Administer the Lane Activation Fund.	March 2025.	<p>Support for interested groups is continuing and enquiries dealt with relating to the Private Lane Improvement Fund. The Private Lanes Toolkit has also been refreshed.</p> <p>An evaluation was completed in 24/25. All groups said that the lane now looks better (100%), while 71% of respondents commented that more people now use the lane. Almost two thirds of all groups said that drainage had improved in the lane and there is less surface water accumulating (64%). Other improvements in the lanes were that there is less flytipping (43%), there are more trees and vegetation (36%), and there is enhanced biodiversity (29%). Three</p>	<p>Review of total spend to date.</p> <p>Implementation of any changes based on first evaluation.</p>	NRS	G

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		groups had created food growing spaces in the lane (21%).			

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Work to deliver our commitment to sensitive lighting solutions in parks and open spaces, to ensure they are safe and accessible all-year round.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue to deliver lighting solutions in Parks.	Committee Update provided to Environment and Liveable Neighbourhoods by June 2024. Reports on lighting proposals to be submitted to the relevant Area Partnerships for consideration by	A Parks Lighting Review Update report was submitted to Environment and Liveable Neighbourhoods in June 2024. Engagement and walk rounds with Friends of Queens Park to review lighting / safety interventions was undertaken in June 2024.	Provide an update on the Parks Lighting Review to ELN. Further engagement with relevant stakeholders in the development of proposals for safety lighting interventions within noted pilot parks and / or any other parks where requests are made to the Service.	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
	<p>March 2025.</p> <p>Signage enhancements in Kelvingrove Park complete by Q2 24/25.</p> <p>Improvements delivered within Castlemilk Park by March 2025.</p>	<p>Friends of Queens Park have agreed a specific route and works. Queens Park Working Group views are being sought and clarification on their involvement in the project to allow an update to the Area Partnership and confirmation of Neighbourhood Infrastructure Fund position.</p> <p>New signage was drafted and procured for Kelvingrove Park.</p>	<p>Continue with some minor actions in pilot parks in relation to signage enhancements.</p> <p>Support Cassiltoun Housing Association to deliver improvements within Castlemilk Park</p>	<p>NRS</p>	

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Complete the refurbishment of George Square, with public engagement embedded at every stage of the design process, to provide an enhanced “living room” for the city.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Achieve site start by March/April 2025.	<p>Design approval – City Administration Committee - June 2024.</p> <p>Procurement strategy agreed - June 2024.</p> <p>Contract awards - December 2024.</p> <p>Statue removal - from January 2025.</p> <p>Site start - March/April 2025.</p>	<p>A report was presented to Economy, Housing, Transport and Regeneration committee detailing the final design and the planned procurement and construction methodology in June 2024.</p> <p>All tender documents have now been issued to the market:</p> <p>1. Hoarding contract: The hoarding contract has been awarded and the hoarding will be erected in late April 2025. This is slightly later than the last update indicated, as a result of the extensions that had to be granted to the public realm bidders.</p>	<p>Development of statue conservation plan.</p> <p>Procurement of the main contracts.</p> <p>Delivery of Xmas in the Square 2024 followed by a public expo over Jan to April in advance of the hoarding being erected, statues removed and main works commenced.</p>	NRS	G

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Commitment: Complete the refurbishment of George Square, with public engagement embedded at every stage of the design process, to provide an enhanced “living room” for the city.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
As above	As above	<p>2. The statue removal and conservation contract has been awarded and works will commence in mid May and complete by the end of May. All bronze statues will be conserved off site and returned to the Square by Autumn 2026.</p> <p>3. Public realm main works - the tender evaluation process is almost complete and the contract will be considered by Contracts and Property Committee on 1 May prior to receiving City Deal approval of the associated business case. The main works are expected to start in early June 2025.</p>	As above	NRS	

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS

Commitment: Work in partnership with grassroots cultural venues to ensure planning proposals do not pose a risk to their operation.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Mapping of cultural venues to understand scale and coverage of facilities. Use evidence to establish criteria for defining grassroots/protected cultural venues.	Use outcomes of Ingram St Call-in case to develop risk around proximity and nature of venue. Use this to inform assessment of Agent of Change principle.	<p>The outcome of the Scottish Government’s decision on planning application in order to define noise thresholds was awaited on. The Call In decision was issued in July 2024. Findings illustrated that tests for noise tolerance must consider the range of pre-existing uses in vicinity and likely established noise levels.</p> <p>The City Development Plan 2 Evidence Report has identified a baseline of cultural venues which will form the basis of mapping. The Evidence Report is now complete and will consider this issue as part of the Proposed Plan.</p>	Utilize findings from Call-in cases to establish definition thresholds for cultural venues. Liaison with Licencing to identify corporate map	NRS	G
Work with Environmental Health to ensure	Review of current approach and investigate any	Call in case findings have largely ratified existing Environmental Health	Utilize findings from Call- in cases and engage with comparable urban planning	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
assessment methodologies are responsive to Agent of Change Principle	updates on methodologies are implemented.	methodologies. As noted above, the City Development Plan 2 Evidence Report has identified a baseline of cultural venues which will form the basis of mapping. The Evidence Report is now complete and a review of nuances will commence.	authorities to establish consistency of our approach.		

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Increase our focus on digital masterplanning, to ensure that access to digital connectivity is considered and advanced throughout the planning process					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue with work on the Evidence report for the new Local Development Plan.	Report Evidence Report to Economy, Housing, Transport and Regeneration on 23rd April 2024, City Administration	The Evidence Report received City Administration Committee approval and was presented to Full Council in June 2024 to satisfy the legislative requirement to progress to the Local	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee.	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
	<p>Committee on 6th June 2024 and full council on 27th June 2024. Report CDP2 progress to EHTR committee in November 2024 and note 2024 Development Plan Scheme. Complete return to DPEA for the Evidence Report Gatecheck process.</p>	<p>Development Plan (LDP) Gatecheck process.</p> <p>The Evidence Report decision was received from DPEA in September 2024. Work was undertaken to set out the required additional information and issues of clarity / evidence gaps required to prepare a response.</p> <p>The updated Development Plan Scheme was reported to Economy, Housing, Transport and Regeneration Committee in November 2024. The report also updated Elected Members on the intended course of action to meet the DPEA's Reporter's requirements.</p>	<p>Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.</p>	<p>NRS</p>	

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
		<p>GCC's 2024 Development Plan Scheme was approved by City Administration Committee in December 2024.</p> <p>The Evidence Report is now approved and a proposed Plan is being produced.</p>			
Prepare with the Scottish Government DPEA for the Gatecheck process.	Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes. Complete return to DPEA for the Evidence Report Gatecheck process. Full timescales for this process are detailed in City	As above.	<p>Start the Gatecheck process with the Scottish Government.</p> <p>Work through process to confirm our evidence and deal with any disputes.</p>	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
	Development Plan 2 Information hub timeline.				

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Explore establishing a city-wide single housing register.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue to develop the Housing Services Data Dashboard and work with Glasgow City Council Services (GCC)/Glasgow City Health and Social Care Partnership Services (GCHSCP) and Registered Social	Establish and implement a data use and refresh plan, including mechanisms for collecting, validating and publishing data.	<p>The use of SharePoint for data exchange has been investigated. This will enable RSLs to access their original dataset and update with refreshed stock list going forward.</p> <p>A meeting was held and work continued with HSCP colleagues to discuss their online offering for housing options and it was agreed to review the work once it is</p>	<p>Investigate sharing and incorporating the Housing Services Data Dashboard across GCC/GCHSCP/RSL operations/service delivery.</p> <p>Explore potentially publicising housing data to the general public.</p>	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Landlords (RSL) to investigate options to improve access to housing for the citizens of Glasgow.		completed. Options are being considered for taking forward this activity during 2025/26.			
Review actions outlined in Glasgow's Digital Housing Strategy (2022 to 2028) including improving access to housing.	<p>Include in Housing, Health and Social Care Group (HHSCG) planned agenda.</p> <p>Review of the status of actions to be prepared by Mar 2025 and included in the next Local Housing Strategy annual review report.</p>	<p>West of Scotland HA shared a briefing that provides information on the outcome of the 12- month IoT pilot project. Sensors were installed in 10 properties to monitor the humidity, temperature and differential vapour pressure. West of Scotland HA was able to use the data to support tenants to reduce levels of humidity in their homes and provide fuel poverty support.</p> <p>A review of evidence and information was undertaken, discussions have been held with RSL partners and a</p>	<p>Engaging via the Housing, Health and Social Care Group to share knowledge and development of technology and related services that support independent living.</p> <p>Further activity is required to update and progress work with partners to reduce levels of digital exclusion, explore digital solutions and deliver of online services.</p>	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
		<p>survey of RSL partners has also been undertaken. Work is continuing on considering options to increase access to affordable housing for Glasgow's residents.</p> <p>An event has been arranged with RSL partners for April 2025 to share survey findings and identify joint actions to take forward in 2025/26.</p>			

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Deliver around 6,500 new affordable homes for the city meeting the needs of social housing, accessibility and sustainability needs, and the needs of people including larger and multi-generational households.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue to work with Registered Social Landlords (RSLs) to increase the supply of new	Scottish Government has advised of a reduction to the offer of grant for	A report was presented to Economy, Housing, Transport and Regeneration Committee in October 2024 detailing performance of the	Continue to deliver programme and meet key targets - Spend, Approvals, Site Starts and Completions.	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>affordable housing in Glasgow through delivering the Affordable Housing Supply Programme (AHSP). This will include developing affordable wheelchair adaptable and family homes that are designed to high sustainability standards.</p> <p>Specific targets for developing new affordable homes (including wheelchair adaptable / family homes) during 24/25 will be finalised during Q1 of 2024.</p>	<p>24/25, reduced to £76.687m. The 2024/25 AHSP targets agreed with Scottish Government are still to be confirmed.</p> <p>A target of 60 larger family homes (4 plus Bedrooms + 6 plus bedspaces) remains, as does the target for Wheelchair Adaptable Units (10% of units in Newbuild developments with more than 20 units).</p>	<p>Affordable Housing Supply Programme (AHSP) in 2023/24 as outlined in the AHSP Performance Review.</p> <p>A report was presented to City Administration Committee in October 2024 to present proposals for the Affordable Housing Supply Programme 2024/25 and to formally accept the offer of grant from the Scottish Government.</p> <p>Final Outturn- Approvals - 446 Starts - 727 Completions - 1,011 Full spend.</p>	<p>Alternative developments will be accelerated if programmed developments fall behind schedule.</p>		

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Expand our Empty Homes work including seeking to make greater use of compulsory purchase orders, including supporting the acquisition of tenements by Registered Social Landlords (RSL), improving the performance of factors, and enabling whole-block retrofits.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
A report on Empty Homes Action Plan will be presented to Economy Housing Transport and Regeneration committee on 23rd April.	<p>Appointment of a Strategic Acquisitions Officer.</p> <p>Recruit Empty Homes officer to fill vacancy- August 2024.</p> <p>Deliver pilot for City Centre Residential strategy with a projected site start in April 2025.</p> <p>Take forward Action Plan.</p>	<p>Recruitment of a Strategic Acquisitions Officer and Empty Homes Officer was undertaken and staff are in post. The Strategic Acquisitions Officer oversees all acquisitions and the co-ordination of funding from the Council's Affordable Housing Supply budget.</p> <p>The pilot for the City Centre Residential Strategy was initiated and both property and Registered Social Landlords have been identified. The pilot affordable housing project within the City Centre is being progressed and a 25/26 site start will be achieved.</p>	<p>Establish Working Groups for city centre residential strategy.</p> <p>Deliver on actions identified in Action plan.</p>	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
	As above	<p>A Repurposing Working group and Housing Development Sub-group were established. The Repurposing working group has been absorbed into the City Centre Development Team Sub-group which continues to meet on a regular basis.</p> <p>From 1st April 2024 until 28th February 2025, the number of empty properties brought back into use was 546. On track to surpass last year's total.</p>	As above	NRS	
Agree 2024/25 Strategic Acquisitions (SA) programme.	Agree programme, including level of funding and funding % for each strategic priority - May 2024.	The Scottish Government confirmed Glasgow's share of £40m grant funding for 2024/25 as £11.544m, to be directed towards acquisitions to help address temporary accommodation pressures	Continue to target SA, 24% cut in overall Affordable Housing Supply Programme (AHSP) budget will mean programme outturn will be affected.	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
As above	<p>Appoint Strategic Acquisitions Officer - June 2024.</p> <p>Monitor delivery - to March 2024.</p>	<p>or, where appropriate, to bring long term voids back into use.</p> <p>The Strategic Acquisitions officer is appointed and is working closely with Empty Homes officers, HSCP colleagues, Investment team officers and partnering RSLs across the city to bring empty properties back into use for social housing. This will target properties in designated priority areas and larger family homes to deliver on the housing emergency and meet the needs of homeless households.</p> <p>Work is continuing to utilise the acquisition budget to voluntary acquire housing for</p>	As above	NRS	

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
		<p>the homeless with larger family homes being prioritised.</p> <p>Funding is also being considered for RSLs to bring their long term empty voids back into use and also to target appropriate long term empty properties for compulsory purchase where necessary.</p>			

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MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Make use of new and existing powers to ensure high quality protections and rights for tenants in the Private Rented Sector.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Engage with tenants on the	Tenant Led Event in Govanhill scheduled for late	Following a low response rate to the issue of 500 letters of invitation, the Plan	Write out to 500 tenants to find out what concerns they have.	NRS	G

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>setting up of a Tenant Led Forum.</p>	<p>April. Officers will attend to address any concerns raised by tenants. Letters will be issued to tenants in late March 2024 to tenants. If we receive a poor response, letter will be issued in May/ June 2024 to different groups of tenants.</p>	<p>was revised to use social media to post information (X) due to low response rate to letters.</p> <p>A Post was released on 11 December 2024. A total of 16 responses were received. Further Social Media post were released in January 2025.</p> <p>Community based events have also been attended. For example, a regular Govanhill event at Cuthbertson Primary School was attended by staff to raise awareness. This is a regular event with interpreters available. Although most enquiries were RSL focused, the team was able to support enquiries about a small number of</p>	<p>If little feedback is received, then we will target a further 500 to offer the setting up of a forum or facility for engagement.</p>	<p>NRS</p>	

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Commitment: Make use of new and existing powers to ensure high quality protections and rights for tenants in the Private Rented Sector.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
As above	As above	<p>Private Sector Repairing Standard issues.</p> <p>The next step is to advertise through the Safe Deposit Scotland Tenant Newsletter circa late April 2025 which is circulated to 200,000 tenant households across Scotland.</p> <p>A meeting is proposed with elected members during April 2025 to provide an update and to see if any further actions are required.</p>	As above		

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES					
MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Strengthen enforcement action against landlords who rent out substandard or overcrowded accommodation or refuse to carry out repairs, including via the use of Enhanced Enforcement Areas.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue to engage positively with private landlords and regularly update through issue of newsletters. Continue to report bad performing landlords to Licensing and Regulatory Committee and make use of Rent Penalty Notices/Suspension of Rent Orders.	Landlord Forum scheduled for 22nd April 2024. Newsletters will be issued to landlords during the course of the year in April 2024, September 2024 and before the end of March 2025. Further training sessions before December 2024.	<p>The Forum was held as planned and well attended. (160+ participants). An Environmental Newsletter was issued to 40,000 private landlords in early March 2025</p> <p>Rent Penalty Notices / Suspension of Rent Orders are used routinely where necessary. Referrals to Procurator Fiscal also made where appropriate.</p> <p>In 24/25 there were:</p> <ul style="list-style-type: none"> • Suspension of Rent Orders - 5 in Q1, 5 in Q2, 3 in Q3, 0 in Q4 • Rent Penalty Notices - 100 in Q1, 54 in Q2, 57 in Q3, 70 in Q4 • Procurator Fiscal Referrals - 5 in Q1, 4 in Q2, 1 in Q3, 0 in Q4 	<p>Following landlord forum, further training sessions will be organised with partners to address changes in repairing standard etc.</p> <p>Write out to tenants to offer them the opportunity of Tenant Led Forum.</p> <p>Target areas and landlords where property condition issues are found.</p>	NRS	G

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES					
MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Strengthen enforcement action against landlords who rent out substandard or overcrowded accommodation or refuse to carry out repairs, including via the use of Enhanced Enforcement Areas.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
As above	As above	<ul style="list-style-type: none"> New applications for Landlord Registration/HMO License Refused - 1 in Q2, 2 in Q3, 3 in Q4 Existing Landlord Registrations/HMO Licenses Revoked - 1 in Q2 	As above		

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES					
MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS					
Commitment: Work with the Scottish Government to ensure that their commitment to a national system of rent controls can be practicably and quickly delivered within the city.					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue to work closely with the Scottish Government on gathering of rental data.	Respond to Scottish Government call for views during May 2024. Paper outlining the content of the	Officers attended Housing Bill events and responded to the Scottish Government Call for Views. Officers also provided evidence to the Local Government, Housing	Consult on Housing Bill proposals and report back to the Scottish Government.	NRS	G

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS

Commitment: Work with the Scottish Government to ensure that their commitment to a national system of rent controls can be practicably and quickly delivered within the city.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
	<p>Housing Bill to be presented to the Economy, Housing, Transport and Regeneration City Policy committee in June 2024.</p>	<p>and Planning Committee in June 2024.</p> <p>Scottish Government/Local Authority Working Group met in August 2024 to consider progress of the Housing Bill.</p> <p>Stage 1 concluded on 28th November 2024.</p> <p>Officers are currently monitoring progress of the Housing (Scotland) Bill which is at Stage 2.</p> <p>Further consultation on rent control proposals is expected in Spring 2025.</p> <p>The Local Authority Working Group met in February 2025.</p>	<p>Assess impact of measures on local authority and highlight issues arising.</p>		

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS

Commitment: Work with the Scottish Government to progress updates to the online planning portal to ensure ease of use for everyone engaging with the planning process.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue participating and engagement with Scottish Government on development functionality of portal.	This process timetable is set by Scottish Government.	<p>NRS continue to attend meetings with the Scottish Government in respect of Payment AppService and the annual National Idox platform forum for which the Planning module issues and best practice are discussed.</p> <p>GCC is part of a pilot project working with Scottish Government to improve payments and refunds through the ePlanning portal. Work has progressed but is currently on hold due to an upgrade of IDOX Uniform being required.</p>	Attend meetings events and feed into product development.	NRS	<div style="background-color: green; color: white; padding: 2px; display: inline-block;">G</div>

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 1: Roll-out a new model of Area Partnerships, our ward-based community planning structures and expand their membership to encompass a wider range of organisations to ensure they are more representative of local communities

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>Develop arrangements for Area Partnerships reflecting stakeholder input and Council strategic commitments</p>	<p>Area Partnerships Chairs Forum created January 2023.</p> <p>Governance paper agreed by CPP Strategic Partnership November 2024</p>	<p>There is ongoing engagement with each Area Partnership and quarterly meetings with AP Chairs (next mtg 16 May) to progress local plans and development.</p> <p>New Governance arrangements have been agreed by the Community Planning Strategic Partnership, widening the opportunities for local community engagement and individual APs are updating their membership.</p>	<p>At the next round of AP mtgs arrangements will be agreed for the development of a Local Plan for each Ward/Area Partnership.</p> <p>A revised Performance Framework for the Community Plan provides the foundation for planning at Area Partnerships.</p> <p>Ongoing focus on the training needs for stakeholders and for staff leading the work within communities. Ongoing consideration of the staffing resource and requirements to facilitate standing commitments.</p>	<p>Chief Executive's Department</p>	<p>G</p>

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 2: Establish local community panels to support local funding decisions and the development of Local Place Plans

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Develop local Ward Plans	Ward Plans established and agreed across all Area Partnerships	Approach presented and agreed with Area Partnership Chairs in January 2025. Data Dashboards introduced to Area Partnerships, providing baseline data for Ward Plans.	Aligning Ward Level focus for performance with the evolving Performance Framework for the LOIP. First iteration of Plans in place by September 2025.	Chief Executive's Department	G

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 4: Overhaul community planning structures and involve equalities groups in them to promote civic participation and engagement

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Review and refresh Community Planning Structures	Governance paper outlining refreshed approach post-service reform agreed by the CP Strategic Partnership Nov 2024	Community Planning Partners agreed 10 year Local Outcome Improvement Plan (LOIP) with focus on Family Poverty and delivery of commitments through Community Empowerment legislation. CPP Strategic Partnership agreed Framework March 2025.	Engage Equalities Forums in the functioning of the CPP. Develop Performance Framework as a working tool. Quarterly presentation of data to CP Partners. Continual resetting of framework parameters during the course of 2025.	CED	G

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MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 6: Explore options to improve citizen engagement, involving citizens, especially those who are currently under-represented, in council decision making, and enable them to directly create city policy including by hosting more Citizen’s Assemblies

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Develop local Ward Plans	Ward Plans established and agreed across all Area Partnerships	<p>Approach presented and agreed with Area Partnership Chairs in January 2025. Data Dashboards introduced to Area Partnerships, providing baseline data for Ward Plans.</p> <p>Engagement Process reflecting Citizen Voice being tested and planned into approach.</p>	<p>Aligning Ward Level focus for performance with the evolving Performance Framework for the LOIP.</p> <p>First iteration of Plans in place by September 2025.</p>	CED	<div style="background-color: green; color: white; padding: 2px; display: inline-block;">G</div>

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MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 7: Strengthen public transparency and accessibility of council meetings and publish members' voting and training records

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Committee Services are currently looking at options to incorporate the publishing of votes taken	June 2025	It is likely that we may need to trial a couple of options as votes are conducted differently dependent upon the committee meeting i.e. a hybrid model of both electronic and roll call vote at full council as opposed to roll call at most other committee meetings. It would be the intention to have an agreed means of publishing these votes before the summer recess.	Trial publishing of votes ahead of the full implementation across all meetings clerked by Committee Services.	CED	G
Member Services are currently looking at options for publishing of training records.	June 2025	A training matrix is being considered that would identify all training courses available to elected members, detailing which elected members have completed.	Development of matrix.	CED	G

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MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 8 : Agree that funding decisions do not undermine the ability of equalities and community groups to engage fully in the city’s democratic life.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>Continue to engage with Communities through Area Partnerships, Community Councils, Democratic Structures, and regular Equality focussed Forums</p>	<p>Linked to Schedule of Area Partnership. Community Council meetings.</p>	<p>Continue to support the Area Partnerships, Community Councils, and formal and informal engagement through the Communities Team.</p> <p>Established a number of key Equality Group Forums including:</p> <ul style="list-style-type: none"> ➤ BSL User Forum ➤ LGBTQ+ Forum ➤ Faith Forum ➤ Gaelic Forum ➤ Disability Forum 	<p>Development of Area Partnership Plans through 2025-26 in each Ward reflecting community Priorities. Broadening the scope of engagement utilising online as well as live formats.</p> <p>Further work in Autumn 2025 as part of Equality Outcomes action plan development to look at whether additional forums require to be established.</p>	<p>CED/ED</p>	<p style="text-align: center;">G</p>

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MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 11 : Update the council’s equality impact assessments with involvement of key partners with lived experience, where appropriate.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Equality Impact Assessment Training and Implementation	Annual Review	<p>EQIA Guidance refreshed and attendant training in 2025; with an emphasis on the methodology of inclusive consultation and incorporating lived experience.</p> <p>Presented to OPDSC and WECCE in March and April 2025 respectively</p>	Annual review will be presented to both Operational Scrutiny and Wellbeing, Equalities. Communities, Culture and Engagement Committees in early 2026	CED	<div style="background-color: green; color: white; padding: 2px; display: inline-block;">G</div>

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MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 17 : Support the LGBTI+ community and organisations in establishing a safe community social space in Glasgow.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Convene and support regular LGBTQ+ Forum	Initial Meeting to be convened in Summer 2024	First meeting convened in June 2024, chaired by Convenor of Equalities	Arrangements are being made for City Building to meet with interested members of the LGBTI+ community to explore options with regards identifying a safe community social space in Glasgow and, if appropriate, working through the arrangements required to take this forward.	CED	G

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MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 20 : Work to ensure Community Councils are more representative of the ethnic, gender and age balance of their community and invest in intersectional equalities training for community councillors

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>Develop arrangements reflecting input of current Community Councils, wider community stakeholders and Council strategic commitments</p>	<p>Establish revised Community Council support arrangements reflecting needs and priorities of Community Councils, service needs and capacity and Council strategic commitments.</p>	<p>As part of the Service Reform of the Communities Team, a review of the support and development arrangements for Community Councils identified routes to continue the Council's commitment to develop the capacity for Community Councils and Community Councillors. Each Community Council has a named Communities Support Officer who has wider, local community knowledge.</p> <p>Community Councils have directly informed the revised development opportunities offered by Glasgow City Council resulting in varied topics and delivery methods being identified and prioritised. Specific investment in intersectional equalities training has taken place which was offered to all Community Councillors.</p>	<p>Training and Development needs, including equalities training, are being reviewed with the current group of Community Councillors and new ways of opening lines of community engagement are being explored. There will always be challenges in engaging an entirely representative and diverse community balance across the Community Councils, and pragmatic limitations on the capacity of Council staff to pursue all routes to expand the work of Community Councils, but progress continues, including the exploration and support to re-establish of inactive Community Councils.</p>	<p>CED</p>	<p>G</p>

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

Mission 2: Run an open, well governed council in partnership with all our communities

Commitment 24: Improve service user experience and accessibility of the council’s online and digital services and undertake a full re-design of the council’s website.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>glasgow.gov.uk Website fully redesigned to utilise the latest version of GOSS Content Management System</p> <ul style="list-style-type: none"> Built on Government Digital Service (GDS) standards - Using best practice website themes and templates. 	<p>Completed summer 2024.</p>	<p>. Delivered</p>	<p>Continue to monitor any changes to legislation regarding accessibility of public sector websites.</p>	<p>CED</p>	<p>G</p>

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<ul style="list-style-type: none"> Fully responsive and accessible - GOSS Themes are completely WCAG complaint (Web Content Accessibility Guidelines – international standard) Consistent web design – Use of templates and themes to provide a consistent website user experience 	As above- Completed Summer 2024.	As above- Delivered	As above- Continue to monitor any changes to legislation regarding accessibility of public sector websites.	CED	<div style="background-color: green; color: white; padding: 2px; display: inline-block;">G</div>

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<ul style="list-style-type: none"> Designed to meet accessibility legislation Designed to meet Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 Tested by RNIB (Royal National Institute of Blind People) User Experience team to further improve accessibility 	As above - Completed Summer 2024.	As above- Delivered	As above- Continue to monitor any changes to legislation regarding accessibility of public sector websites.	CED	<div style="background-color: green; color: white; padding: 2px; display: inline-block;">G</div>

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Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<ul style="list-style-type: none"> Over 20 Partner/ALEO/Project websites also updated to utilise the same platform 	As above- Completed Summer 2024	As above- Delivered	As above- Continue to monitor any changes to legislation regarding accessibility of public sector websites.	CED	<div style="background-color: green; color: white; padding: 2px; display: inline-block;">G</div>

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment: 25 : Continue to provide support for all refugees and asylum seekers fleeing war or persecution and engage with the Government’s sponsorship scheme for those seeking refuge from Ukraine.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>Ensure provision of accommodation and support for those fleeing war or persecution</p>	<p>Progress work to support households in Glasgow under refugee resettlement schemes.</p>	<p>The newly integrated Asylum and Refugee Team (ART) continues to provide accommodation and support to refugee households in Glasgow who have been placed in the city under various resettlement schemes including the Afghan Relocations and Assistance Policy (ARAP), the Vulnerable Persons Resettlement Scheme (VPRS) as well as Scottish Super Sponsorship Scheme for Ukrainian households.</p> <p>The ART has reviewed its internal interfaces between health and social care services to ensure person-centred care and support is delivered which prioritises the needs of asylum seekers and refugees including</p>	<p>To ensure that all individuals accommodated under resettlement schemes receive support and accommodation.</p> <p>Continue to monitor outcomes for refugees accommodated under resettlement schemes</p>	<p>HSCP</p>	<p>G</p>

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MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment: 25 : Continue to provide support for all refugees and asylum seekers fleeing war or persecution and engage with the Government’s sponsorship scheme for those seeking refuge from Ukraine.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>Ensure the provision of support to Ukrainian Displaced Persons (UDPs) living within Glasgow</p>	<p>Continue to provide support to UDP households residing within host families in the city.</p>	<p>those accommodated under resettlement schemes</p> <p>Under the Homes for Ukraine and Scottish Super Sponsorship Scheme, a high number of UDPs are currently residing in Glasgow. Since the start of the conflict in Ukraine, the HSCP has played a vital role in supporting UDP households including supporting those on MS Ambition docked within the city.</p> <p>The ART continue to support 132 UDP families living with hosts in the city, ensuring safeguarding and support visits are in place. UDP families continue to be placed in Glasgow by the Scottish</p>	<p>To ensure that UDP families within the city are provided with support and safeguarding visits</p>	<p>HSCP</p>	<p>G</p>

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MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment: 25 : Continue to provide support for all refugees and asylum seekers fleeing war or persecution and engage with the Government’s sponsorship scheme for those seeking refuge from Ukraine.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
		Government with the ART responsible for ensuring integration into the local community			

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 26 : Advocate for refugee rights.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Ensure that all refugees within the city are supported	Progress work to ensure that refugee households are	The Asylum and Refugee Team provide an integrated health and social care service to refugees within	Continue to ensure that refugees have access to	HSCP	<div style="border: 1px solid black; display: inline-block; padding: 2px;">A</div> Amber - Due to pressures on

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MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 26 : Advocate for refugee rights.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
and aware of their rights	able to access services which they are entitled to	<p>the city once they have been granted their leave to remain. This included the provision of temporary accommodation, where required, ensuring that health needs are being met and ensuring that individuals and families have access to support, benefits and money advice as well as referring refugee households for permanent accommodation.</p> <p>The ART work closely with partner organisations such as the Scottish Refugee</p>	support and advocacy services		Homelessness Services, the HSCP is not always able to provide accommodation at the point of request.

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MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 26 : Advocate for refugee rights.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
As above	As above	Council who also provide comprehensive support and advocacy services for refugees in the city and ensure that flexible housing support services are in place for those who require additional support.	Continue to ensure that refugees have access to support and advocacy services	HSCP	

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 2: Run an open, well governed council in partnership with all our communities

Commitment 28 : Work with the Safe Glasgow partners to bring forward new ways of reporting to enable greater public and elected member scrutiny on how protest is handled in the city

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>Ensure Scrutiny Arrangements provide robust framework for ensuring the safety of communities.</p>	<p>Present report on review of arrangements November 2023.</p>	<p>Scrutiny Arrangements for the Safe Glasgow Partnership were reviewed and a report presented to the Safe Glasgow Partnership on 23 November 2023 (in response to a Motion at the Council in May 2023). The report reflected on the Purpose of Safe and its operations within the context of the Community Planning Partnership. The report considered meeting arrangements and Governance and reflected on national reviews of Scrutiny. The report touched on the links with the Scottish Police Authority and the COSLA Local Scrutiny Conveners' Forum. No</p>	<p>To be kept under review within the Safe Glasgow Partnership and fed into the Community Planning Strategic Partnership.</p>	<p>CED</p>	<p>G</p>


		recommendations for change were proposed and none suggested by the Members			
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GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES					
MISSION 3 : Enable staff to deliver a sustainable and innovative council structure that delivers value for money					
Commitment 2: Strongly encourage the full, effective divestment of the Strathclyde Pension Fund from fossil fuels and the arms trade, whilst creating opportunities to invest more locally and adopting a more strategic approach to investments that support the city's Net Zero goals					
Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Strathclyde Pension Fund (SPF) continues to implement its Climate Action Plan .	To be completed for the SPF 2025/26 Business Plan.	During 2024/25 SPF completed a number of significant investment changes moving portfolios to a climate transition basis.	Review of the SPF Climate Action Plan is an agreed priority in the SPF 2025/26 Business Plan.	Financial Services	G

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 3: Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Commitment 4: Continue to support financial inclusion officers within Glasgow’s schools and explore options to expand into early years.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Financial Inclusion Support Officer in schools project across a selection of city schools	Project rolled out to 50 city schools: - 29 Secondary Schools - 20 Primary Schools - 1 Assisted Learning School Consolidation of the Service following the 25/26 budget announcement of permanent funding.	Currently live in 50 schools (29 secondaries, 20 primaries and 1 ASL school) FI providers secured and monitoring arrangements agreed <u>Impact/Outcomes</u> 1,306 clients accessed the service of which 775 have been supported to secure approximately £4.85 million in financial gains (April 2024 – February 2025)	Continuous ongoing service development which seeks to improve how the service is delivered in terms of job roles, systems and partnerships. Create alignment, where possible, with Child Poverty Booster Ward activity.	CED	

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 3 : Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Commitment 4 : Continue to support financial inclusion officers within Glasgow’s schools and explore options to expand into early years.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Financial Inclusion Support Officer in schools project across a selection of city schools	As above	<p><u>Debt Managed</u></p> <p>188 clients supported with a total of £684,679 debt managed (April 2024 – February 2025)</p> <p><u>Poverty Drivers</u></p> <p>Cost of Living - 12% of total financial gains</p> <p>Income from Social Security - 86% of total financial gains</p>	As above	CED	

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 3 : Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Commitment 4 : Continue to support financial inclusion officers within Glasgow’s schools and explore options to expand into early years.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Financial Inclusion Support Officer in schools project across a selection of city schools	As above	<p><u>Priority Groups*</u></p> <p>46% Lone Parent Families</p> <p>21% Families which include a disabled adult or child</p> <p>37% Families with 3 or more children</p> <p>65% Minority Ethnic Families</p> <p>*Please note a client can appear in more than one priority group</p>	As above	CED	

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 3 : Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Commitment 5 : Review our budget setting process, ensuring improved citizen engagement and options for Wellbeing budgets.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Budget Process Review	2026/27 Budget process	Each year the approach is guided and reviewed by the Strategic Budget Group and the same approach would apply for 2026-27.	Discussions will continue through the 26/27 process. Key Finance Staff across Services to receive Gender Budgeting awareness training in May/June 2025 from Scottish Women’s Budget Group	FS	G

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 3 : Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Commitment 6 : Work to improve the size and scale of consultation ahead of the council’s budget-setting, to allow Glaswegians to establish their priorities at the outset of that process.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Budget Review Process	2026/27 Budget process	This is linked to the Budget Review Process as the Strategic Budget Group determines the consultation approach.	Discussions will continue through the 26/27 process	FS	G

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 3 : Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Commitment 14: Explore how to support more flexible hours for health and social care staff.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Explore opportunities to increase hours for part time staff and opportunities for flexible working where appropriate		Flexible Working is well established within GC HSCP and managers are encouraged to support flexible working requests where possible and seek support from HR where required.	Managers are encouraged to consider offering additional hours to part time staff before moving to advertise a vacant post.	HSCP	G
		Due to the increase in demand, the service in conjunction with HR and Trade Unions supported a process whereby staff could apply to work a part time role across the service. This has resulted in 18 staff requesting a part time work pattern within their current service.	Children’s Residential Services acknowledged an increase in requests for Flexible Working, specifically staff requesting part time roles. Due to the increase in demand, the service in conjunction with HR and Trade Unions supported a process whereby staff could apply to work a part time role across the service. This has resulted in 18 staff requesting a part time work pattern within their current service.	HSCP	G

GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 3: Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Commitment 14: Reduce number of temporary staff within Health & Social Care Partnership.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Undertake a review & implement process for consolidation of temp and agency posts.		A full review of the temporary staff within Social Work has taken place. HR have been liaising with finance and operational colleagues to review, extend or consolidate when required.	A review of temporary staffing within the HSCP	HSCP	G

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MISSION 3 : Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Commitment 14: Improve recruitment process to reduce timescales thereby reducing gaps within services

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Undertake a review of the vacancy approval process and pre-advert recruitment stages with a view to simplification and reducing timescales.	Initial review complete 2025 End to End Process review 2025	Following a review, initial changes to vacancy approval process implement to improve recruitment timescales have been implemented. Further extensive review of end-to-end process underway to further improve efficiency of recruitment process and to improve candidate experience.	Review recruitment process	HSCP	G

<p>Implement plans to predict vacancies and recruit as early as possible to avoid resource gaps for large scale recruitment. Use of 'evergreen' adverts.</p>		<p>Work ongoing with support of Scottish Government to pilot the introduction of the Trainee Nurse role. This will be a role available to HSCW's within mental health services to progress the OU programme. They will be aligned to the Trainee Nurse job description within their current team/ Service. On successful completion of the OU course, they will be aligned to a Band 5 Mental Health Staff Nurse role in their area. Meeting between HR and Heads of Service/Service Managers across all services have taken place to discuss service workforce plans and any gaps in recruitment. Agreement for meetings to take place quarterly. HOS have been provided management data, including attrition, vacancies. There is now a fully established annual recruitment plan in place within Home Care, which takes into account leaver trends pre and post Covid. The plan</p>	<p>Meeting between HR and Heads of Service/Service Managers across all services have taken place to discuss service workforce plans and any gaps in recruitment. Agreement for meetings to take place quarterly. HOS have been provided management data, including attrition, vacancies.</p>	<p>HSCP</p>	<p>G</p>
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		<p>supports a robust recruitment timeline, which includes the formal induction period and ensures new starts commence employment during periods where there is higher trends for leavers. There continues to be a review of this model with the service and HR to ensure the model is fit for purpose and learn from previous activities. The model within Home Care is currently being applied where appropriate within our Children's Residential Services, Older People Residential and Day Care Services and Business Administration Services. HR are meeting with services to review recruitment plans for 2025/26 and how best this can be supported in order to minimise gaps for large scale recruitment.</p>			
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GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, AND EFFICIENT WAY FOR OUR COMMUNITIES

MISSION 3 : Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Commitment 22 : Empower our staff to explore innovative funding mechanisms, including examining all funding opportunities from the Scottish Government and leveraging in additional resource where possible.

Actions	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Explore available funding opportunities	Timescales to be linked with ongoing Budget process	<p>As part of Business as Usual services will be looking at available funding opportunities and how we use them to meet priorities.</p> <p>There is also the specific budget approvals both in 24-25 and 25-26 on the commitments around congestion charging and workplace parking.</p>	Ongoing process; including consideration of Visitor Levy	FS	<div style="border: 1px solid black; background-color: #008000; color: white; display: inline-block; padding: 2px 5px;">G</div>

NRS Case study: Bin Hub Pilot Case Study	
Commitment	<p>To deliver actions from Glasgow's 'Resource and Recycling Strategy':</p> <p>Ensure equity in recycling and waste collection services between flatted properties and main door properties. Measurable Outcome: Provision of infrastructure to collect the same material streams from all housing types</p> <p>Review of waste collection services to align with current and future national policies, including the Charter for Household Recycling and Extended Producer Responsibility (EPR) for Packaging Waste. Measurable Outcome: Alignment of council collection services with Code of Practice and requirements of EPR. Collection of additional material streams within recycling services.</p>
Action	To introduce new on-street recycling services (bin hubs) to 4,100 flats in Glasgow
Milestone	<p>To deliver an improved waste and recycling collection service to 4,100 flats in 3 areas of Glasgow by introducing 'bin hubs' for waste and recycling.</p> <p>Address challenges related to waste collection, littering, crew safety and pest control.</p> <p>Enhance recycling efforts by providing designated, localised waste collection points in high-density urban areas.</p>
Case study title	Bin Hub Pilot
RAG Rating	Green
Synopsis (100 words)	To deliver a new, sustainable operational model for flats by introducing new on-street recycling bins in 'bin hubs', remove all bins from backcourts, improve the frequency of collections, reduce missed collections and improve the health and safety of the GCC cleansing collection workforce.
The Challenge	<p>Overburdened traditional waste collection systems: With an increasing urban population and limited space for bins, waste management has become inefficient, with overflowing bins, littering, missed collections and pest control issues.</p> <p>Contamination in recycling streams: Improper disposal of waste and contamination in recycling bins undermine recycling efforts and hinder the city's sustainability goals.</p> <p>Public dissatisfaction: Residents and businesses in certain areas have raised concerns about the cleanliness of streets, pest control, bin management, and the frequency of collections.</p>
The Solution	<p>Improve Waste Management Efficiency: Streamline waste collection by consolidating waste into central hubs, reducing the need for frequent individual wheeled bin collections.</p> <p>Enhance Recycling and Waste Sorting: Offer separate bins for recyclables, food waste, and non-recyclables to encourage better sorting by residents.</p>

	<p>Reduce Littering and Overcrowded Bins: Minimise the occurrence of overfilled bins and litter in streets by ensuring regular waste, recycling and street cleansing collections.</p> <p>Improve Public Satisfaction: Increase public satisfaction with waste services by providing cleaner, more accessible, and well-maintained waste disposal options.</p> <p>Sustainability: Contribute to Glasgow's environmental goals by providing opportunities to recycle additional materials, increasing recycling rates and reducing energy from waste processing</p>
<p>The impact (including cost savings/income generated if applicable)</p>	<p>Increased Recycling Rates and Reduced Contamination: A key benefit of the Bin Hub system will be the ability to more effectively separate recyclable materials, leading to increased recycling rates.</p> <p>Waste Diversion: By promoting the separation of food waste, the project will contribute to Glasgow's broader goals of reducing energy from waste dependency and promoting food waste diversion.</p> <p>Improved Waste Collection Efficiency: The use of localised hubs will reduce the burden on the traditional waste collection system, allowing for more efficient use of resources (e.g., fewer collections needed, optimised collection routes).</p> <p>Data-Driven Waste Management: With the introduction of technology such as in cab telemetry information, the city will gain valuable data to refine waste collection schedules and improve efficiency.</p> <p>Cleaner Streets and Cleaner Backcourt Bin Areas: The Bin Hubs will reduce the occurrence of overflowing bins, resulting in cleaner public spaces and streets.</p> <p>Community Engagement: The project will foster a sense of community responsibility around waste disposal and encourage residents to actively participate in recycling initiatives.</p> <p>Healthier Urban Environment: Reducing waste on the streets and promoting proper disposal can help mitigate health risks associated with poorly managed waste.</p> <p>Reduced Complaints - full impact of the pilot is still to be measured over a longer period of time</p> <p>High Level of Resident Satisfaction – positive feedback from customer satisfaction surveys</p> <p>Public Engagement: Communication and outreach campaigns to educate the public about the new waste management system</p>
<p>How is the new approach being sustained?</p>	<p>The new waste and recycling collection system remains in place. This approach will be used in Phase 1 of the new project</p>
<p>Lessons learned:</p>	<p>Lessons learned from the bin hub pilot are informing the rollout to Phase 1 and Phase 2 of the new project (Improving Recycling Services for Flats (Including Bin Hubs)). Examples of lessons learned include minor changes to the installation process, minor structural changes to the bin hub design and follow up communications to residents.</p>

Contact:	David McCulloch
Links to relevant documents:	https://www.glasgow.gov.uk/article/5731/Resource-and-Recycling-Strategy-2020-30

Finance KPI (CBS)

KPI	Target	Performance Year 2024-25	Comment
Percentage of staff paid on time	99.5%	99.9%	
Percentage of Accounts payable paid on time	96%	96%	
Telephony – percentage of calls answered against calls received	92%	93%	
Telephony – Average time customers wait for calls to be answered	2mins 30secs	2mins	
Scottish Welfare Fund Crisis Grants processed within 24 hours	95%	91%	Whilst the administration funding provided by Scottish Government to Glasgow is fully utilised for the resourcing of the Scottish Welfare Fund team, the team experienced a significant increase in applications due to the continuing cost of living crisis along with increased applications from homeless individuals
Scottish Welfare Fund Community Care Grants processed within 15 days	95%	87%	As above
Housing Benefit – Days to process New Claims	21 days	25 days	The team has seen a significant increase in the number and complexity of applications from homeless individuals placed in accommodation by the HSCP.
Housing Benefit – Days to process Changes in Circumstances	11 days	7 days	

Finance KPIs: Catering & Facilities Management (CFM).

KPI	Target	Performance Year 2024-25	Comment
Increase the number of children dining in Schools and receiving a nutritious healthy meal	65%	62%	Due to launch of Free School Meals in Primary 6 starting in August 2025 the objective is to increase the number of children taking meals
Training hours delivered to front line staff each month	850	1100	Training required for regulatory reasons and to ensure service continuity in a safe environment
Communication & Engagement- Number of text messages read by non- pc facing staff	80% of staff	85%	People engagement plans to ensure front – line staff who are non- pc facing staff receive up to date information.

7.0 Policy and Resource Implications

Resource Implications:

Financial: None, all services have been formally agreed by Council as part of the annual budget process.

Legal: None

Personnel: None

Procurement: None

Council Strategic Plan: Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify. Not applicable as this is a performance report.

What are the potential equality impacts as a result of this report? Not significant.

Please highlight if the policy/proposal will help address socio-economic disadvantage. Not applicable as this is a performance report.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: Not applicable as this is a performance report.

What are the potential climate impacts as a Not applicable as this is a performance report.

result of this proposal?

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

Not applicable as this is a performance report.

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report
Y/N

No impact.

If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out

8. Recommendations

8.1 The committee is asked to:

- Consider and note the content of the report; and
- Consider any specific Commitments or actions that require officers to report back on with further detail or progress updates as part of the Committee's future work programme.