



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

OFFICIAL

PLEASE NOTE THE FOLLOWING:

Any Ordnance Survey mapping included within this Report is provided by Glasgow City Council under licence from the Ordnance Survey in order to fulfil its public function to make available Council-held public domain information. Persons viewing this mapping should contact Ordnance Survey Copyright for advice where they wish to licence Ordnance Survey mapping/map data for their own use. The OS web site can be found at <http://www.ordnancesurvey.co.uk> "

If accessing this Report via the Internet, please note that any mapping is for illustrative purposes only and is not true to any marked scale

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](#), and May 2025.

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 progress on Grand Challenge 4 are included in this report. These are:
- Work to deliver a new City Development Plan
 - Continuing Delivery of the Resource and Recycling Strategy
 - Progress on the Food Growing Strategy
 - Continuing investment in frontline waste and recycling workers and in training for our cleansing workforce.
 - Improvements in plastics recycling and ongoing review of recycling infrastructure
 - Renewal and upgrade of street lighting
 - Delivery of new affordable homes for the city
 - Progress on key areas for Glasgow Violence Against Women Partnership
 - Work on developing a new model of Area Partnerships
- 3.3 Under Mission 1, relating to the Commitment on Food Growing one action is currently noted as performing at Amber:
- Assess locations for site development and engagement with local community and food growing community.

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, 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.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Site assessment is underway. Topic based policies and spatial policy drafting are underway.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .	NRS	G
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Site assessment is underway. Topic based policies and spatial policy drafting are underway.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .	NRS	G

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.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Consolidate existing City Network, Liveable Neighbourhood and People First Zone plans to create a consistent and overarching strategy which maximises the Council's strategic commitments.	Present updated plan to Committee by March 2026.	Officers have convened a working group and are reappraising the current scope and delivery plan with a view to consolidating the programme of delivery.	Officer Working group convened. Liaise with colleagues, undertake external engagement, create an update programme for delivery and present to appropriate Committee.	NRS	G

Commitment: Deliver the Resource and Recycling Strategy to support Glasgow's waste management and efforts to become a zero-waste city.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Implementation of twin stream recycling for flatted properties (South West of city) - bin hubs and communal bins.	March 2026.	Planning is underway for the installation of the first bin hubs in the southwest of the city in August 2025. A teaser letter to impacted households is due to go out 6 weeks prior to installation and instructional guide 2 weeks prior to installation.	Provision of new bins, bin hub infrastructure, communication campaign and collection service to flats in the south west of the city.	NRS	G

		Two local events were planned for Elder Park library in August and Ibrox library in September.			
Develop a cooperation agreement with West Dumbartonshire Council (WDC) to further collective efforts to achieve net zero targets by developing and implementing initiatives in support of GCC's Climate Plan and WDC's Climate Change Strategy.	<p>Series of Board meetings to run through the year with report on progress produced annually.</p> <p>Series of topic specific meetings to run through the year and feed progress into annual report.</p>	<p>Board and workstream specific groups established and meetings taking place.</p> <p>Opportunities for further collaboration is being identified and scoped.</p>	Identify series of opportunities to collaborate through sharing of best practice and through identification of further areas for collaboration.	NRS	

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

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Develop Rodney Street extension to be leased to local stakeholder.	PMGC lease secured, infrastructure works developed, tendered and site works implemented and occupied by March 2026.	Ongoing.	Site leased.	NRS	G
Create additional 20 plots at Hamiltonhill, Westthorn allotments.	Additional 20 plots at Hamiltonhill, Westthorn allotments developed and operational by March 2026.	Documentation is being prepared for tender issue.	Prepare tender documents for Hamiltonhill and Westthorn allotments. Contractor works to create 20 additional plots at Hamiltonhill and Westthorn allotments.	NRS	G
Activate surplus sports pitches to be made available within FGS mapping (Bowling Greens/Pitch & Putt) for consideration by respective groups to develop projects.	Surplus sites identified, sites assessed for inclusion, concept drawings developed and shared with Planning and Sport colleagues for initial comment by September 2025.	There has been continued engagement with Glasgow Life colleagues to ascertain which site will be surplus and confirmation sought from Sports Scotland regarding any compensatory requirements.	Make sites available and establish growing groups.	NRS	G
Secure £400k of Vacant and Derelict Land funding to develop 4 additional growing spaces. Assess locations for site	Site topography assessment complete and tender documents prepared by July 2025.	Site assessments and collaboration with local stakeholders has commenced.	Develop steering groups for each site to take on devolved management functions.	NRS	A

development and engagement with local community and food growing community.	Steering groups developed and constituted by July 2025.	This is rated amber as the initial four sites assessed were confirmed as unfavorable for ownership or ground condition reasons, therefore projects have not proceeded to tender/group constitution stage within the previously targeted timescales. 4 alternative sites are now being assessed.			
Let's Grow Together Fund created with £50,000 grant funding distributed to local groups.	Let's Grow Together Fund for 2025/26 reissued by May 2025.	The application process has been promoted and submissions are being assessed by Officers.	Publicise funding opportunity, evaluate submissions, issue funding to successful applicants and evaluate programme. Evaluation forms to be submitted as part of the funding grant allocation.	NRS	
Continue to improve infrastructure across our allotment estate.	Site assessed for possible investment within 2025/26.	Complete.	Develop rainwater harvesting systems at Sighthill and Growchapel allotments.	NRS	
Develop and deliver alternative growing techniques pilot at Kings Park Walled Garden in partnerships with the Friends of Group.	Four fruit guilds in the walled garden were installed to complement the existing fruit trees and to improve biodiversity complete by April 2025.	Ongoing monitoring and maintenance. Publicity to be included in Greenspace Scotland September 2025 newsletter.	Complete necessary works.	NRS	
Engage with key stakeholders and Allotment Associations regarding the Schedule	Schedule of Delegations for first 'pilot' Association available by December 2026.	Ongoing.	Develop Schedule of Delegations for first 'pilot' Association.	NRS	

of Delegation specific for each individual location.					
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.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Implementation of twin stream recycling service (bin hubs and communal bins) for flats.	Roll out of the service to the South West of city complete by March / April 2026.	Planning has been carried out to expand the service to flats in the south west of the city. This started in August 2025.	Introduce twin stream recycling for flats in the South West of the city.	NRS	
Commitment: Invest in frontline waste and recycling workers and in training for our cleansing workforce.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Provision of formal training for front line staff, including collection crews, supervisors and assistants. Enhance the nightshift clean teams to accommodate additional budget investment.	March 2026. Recruitment to be completed by August 2025	The procurement process to appoint a contractor to deliver the SVQ is underway. Recruitment of the nightshift teams have been completed and an updated work schedule is being delivered. New night shift recruits in place following major investment in street cleansing.	Second tranche of front line staff provided with the opportunity to participate in a Scottish Vocational Qualification - Certificate in Sustainable Resource Management. Develop WAMITAB training for operational staff working in transfer stations/recycling centres/Material Recovery	NRS	

			<p>Facility.</p> <p>Engage with crews on the provision of the twin stream recycling service for flats.</p> <p>Workplan to be developed and introduced.</p>		
--	--	--	--	--	--

Commitment: Work with communities and frontline workers to design improvements to services via the delivery of Waste Summits.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Engage with local stakeholders at a number of local events to support the transformation of waste programme including roll out of twin stream recycling for flats to improve recycling rates.	Roll Out of south west twin stream - March 2026.	<p>The Project Team have been engaging with various stakeholders, including housing associations in the south west, where the twin stream service will be introduced first.</p> <p>Two local events were planned for Elder Park library in August and Ibrox library in September.</p>	<p>Engage with housing associations/registered social landlords on changes to and promotion of recycling services.</p> <p>Engage with local stakeholders on the changes to collection services to flatted properties.</p> <p>Host Elected Member sessions to support the changes to the neighbourhood waste service.</p>	NRS	G

Commitment: Invest in waste processing facilities to support the uplift and recycling of a wider range of plastics.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Development of Queensland Material Recovery Facility (MRF).	March 2026.	<p>The contract has been signed and there has been on-going liaison with the MRF equipment supplier.</p> <p>The procurement process has been initiated to appoint a Project Manager.</p>	<p>Complete signing of MRF equipment contract.</p> <p>Engage with the contracted MRF equipment supplier on manufacture of plant and planning for construction.</p> <p>Appoint Project Manager for the site.</p>	NRS	G
Engagement with SEPA to prepare and plan application for new environmental authorisation for the site	March 2026.	Detailed engagement with SEPA has to be undertaken. High level engagement was previously carried out in 2024/25.	Following advice from SEPA, agree timeline for new regulatory permit for the Queensland site (new regulation regime will come into effect during construction of site and plant).	NRS	G

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).

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Recycling communications to support waste & recycling projects.	March 2026.	<p>A communication strategy for flats has been completed.</p> <p>The first communication to residents in flats was undertaken in July/August 2025.</p> <p>Draft proposals to undertake follow-up communications to residents in kerbside properties is in development.</p>	<p>Complete communication strategy for twin stream recycling for flats.</p> <p>Develop and deliver communication collateral to residents in flats provided with the twin stream recycling service (south west of the city for 2025-26).</p>	NRS	
Engagement with housing associations and registered social landlords to support the communications to their tenants on new twin stream recycling service.	March 2026.	<p>Engagement with Housing Associations in the southwest has been carried out.</p> <p>Further engagement has been undertaken with other housing associations who were seeking to purchase some bin hubs and adopt earlier than the wider programmed roll out.</p>	Liaise with housing officers and managers at housing associations to support the introduction of twin stream recycling for flats.	NRS	
Introduction of twin stream recycling for flats	March 2026.	Started in August 2025.	Provide new bin infrastructure and where applicable, bin	NRS	

within the south west of the city.			hubs, to introduce twin stream recycling.		
Review the provision of glass collection points across the city - predominantly located in areas of high density housing.	March 2026.	The review started in August 2025 as part of the twin stream roll out.	Assess expansion of capacity for glass public collection points, renew livery on bins, cleaning regime, and trial glass collection point within a bin hub.	NRS	

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

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Delivery of communication to residents in flatted properties in the south west provided with the new twin stream service.	March 2026.	<p>Delivery of teaser letters was scheduled for July/August for the first properties to get the bin hubs and new recycling service.</p> <p>Instructional guides will be delivered two weeks prior to installation.</p> <p>Two community events were planned.</p>	<p>Provide teaser letter, instructional guide and re-usable bag to assist moving recyclable material from flats to recycling bins on street or bin stores for new service.</p> <p>Hold community events prior to twin stream service introduction.</p>	NRS	
Follow-up engagement with residents in kerbside properties reminding on the	March 2026.	The Communication and Marketing team have developed animations to use in the council social media accounts to	Engage with social media to improve and maintain quality of materials captured within the recycling bins.	NRS	

materials targeted for collection within each recycling bin.		emphasise the target materials for each recycling bin for kerbside properties.			
--	--	--	--	--	--

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

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to support and deliver the Private Lanes Fund.	Revised toolkit complete by April 2025.	The toolkit has been updated to provide real examples of planning applications in conservation areas as well as updated images, self-help guides and funding information to support the funding process.	Complete	NRS	
Promote new toolkit and fund .	Social media utilised to promote the fund by May 2025.	A relaunch of the private lane fund took place in April 2025. This was also pushed out through Neighbourhood liaison key stakeholders across the city.	Complete	NRS	

Commitment: Renew and upgrade street lighting across Glasgow including greater use of LED lighting and strive for faster repair of faults.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue LED Replacement and column renewal programme.	<ol style="list-style-type: none"> 1. Complete Designs 2. Statutory Noticing 3. Contract procurement 4. Finalise programme 	<ol style="list-style-type: none"> 1. Complete Designs - 100% Complete 2. Statutory Noticing – This will take place once the contract has been awarded. 	<p>Complete milestones 1, 2, 3, 4, 5 & 6.</p> <p>Tender and award the circa £14m network renewal contract</p>	NRS	

	5. Programme delivery 6. Financial monitoring	3. Contract procurement; - Ongoing tender award programmed Q1 2025. Tender to be published within the next Quarter 4. Finalise programme - 100% Complete 5. Programme delivery - Commence Q1 2025/26 6. Financial monitoring. - Ongoing monthly financial monitoring meetings. Update for current Phase 3 column replacement - 1152 columns installed out of 1691 planned.	site works programmed to commence in 26/27. Continue to replace the poorest condition lighting columns with circa 1255 columns programmed to be replaced this year. Continue with the retrofit LED conversion programme with 3500 LEDs programmed to be installed in addition to the 1255 related to the column replacements above.		
--	--	--	---	--	--

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.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to deliver lighting solutions in Parks, where funding is approved.	Update to Environment and Liveable Neighbourhoods Committee as required.	Ongoing. Concluding snagging works with contractor for works completed at 1st park. Concluding funding arrangements for 2nd park, and commence procurement.	Manage requests as submitted, incorporate and link directly to Play Area Renewal programme where applicable. Implement approved solutions.	NRS	G

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.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Achieve site start by June 2025.	Contract award (main contract) by May 2025. Milestone completed.	Site start commenced at the end of May 2025.	Preparation required in order to complete the refurbishment of the Square (phase 1) by August 2026 including the restoration of all statues and monuments.	NRS	
Statue conservation contract.	Removal of statues from the Square by May 2025. Milestone Completed.	The statue restoration contract is proceeding well. All 11 bronze statues have been removed for off-site cleaning and restoration. A timelapse of the process is being undertaken for the Queen Victoria statue.	Preparation required in order to complete the public realm works on surrounding streets (phase 2) by April 2027.	NRS	

Commitment: In line with the Place Commission Support working with community organisations, through the People Make Glasgow Communities process, to transfer land for growing and other community use.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue the People Make Glasgow Communities (PMGC) process supporting applicants to take on the active management of Council owned assets.	Conclude tenure agreements with applicants as they complete the process – this activity is ongoing and no detailed milestones can be set.	Support has been provided to Pollok United (Nethercraigs Sports Complex), Brunswick Community Development Trust (Springburn Synthetic) and Castlemilk Community Football Trust (Barlia Sports Complex) through the	Continue to refine the PMGC process to improve the customer journey. Support the implementation and management of PMGC as part of the Community	NRS	

		PMGC process to obtain a 25 year lease.	Renewable Energy Framework (CREF).		
Commitment: Explore ways to improve the transparency and accessibility of planning decision-making, including investigating options for the use of Planning Hearings for more significant contentious developments.					
Development of planning application guidance for developers for complex repurposing projects.	Development of guidance for City Centre conversions for developers by March 2026.	Baseline evidence of conversion cases has been produced to allow for comparison with Building Standards outcomes along with identification of common reasons for refusal.	Work with Building Standards and City Centre Development team to understand barriers to development and develop guidance to overcome these.	NRS	
Review of pre-application process for large developments to provide greater transparency of planning application requirements for large applications.	Development of guidance for developers for pre-application outcome reports to be completed by the end of 2025.	Pilot of revised pre-app arrangements has been undertaken on test cases and update review at DM Agents Forum in May 2025. Outcomes will inform revisions as part of Glasgow Planning Improvement Plan .	Work with Planning Consultants to review pre-application process and develop guidance for developers.	NRS	

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

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	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.	Publish updated map of cultural venues which captures definitions to enable updating over time by Q3 2025/26.	Characteristics that define grassroots protected cultural venues including size and function has been established.	Gather baseline evidence, publish map and implement monitoring arrangements.	NRS	
Work with Environmental Health to ensure assessment methodologies are responsive to Agent of Change Principle	Consultation as required on cases highlighted in mapping.	Reviewed consultation responses to date relating to Agent of Change to establish baseline evidence base, including the Called in Appeal case at Ingram Street.	Review consultation responses to date relating to Agent of Change .	NRS	

Commitment: Increase our focus on digital masterplanning, to ensure that access to digital connectivity is considered and advanced throughout the planning process.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Site assessment is underway. Topic based policies and spatial policy drafting are underway.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City	NRS	

			Development Plan Scheme 2024.		
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Site assessment is underway. Topic based policies and spatial policy drafting are underway.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024.	NRS	G

Commitment: Explore establishing a city-wide single housing register.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Complete work on scoping the deliverability of a Common Housing Register (CHR) in Glasgow.	CHR research activity complete and project report prepared, identifying options for improving access to social housing in Glasgow by Q1 2025/26.	Action to agree the next steps to support housing access in light of outcomes of the survey and workshop.	Continue partnership work from 2024/25. This included a survey of Registered Social Landlords (RSLs) and a workshop event to explore options around CHR development and ways to improve access to social housing with a focus on digitalization.	NRS	Complete

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.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
<p>Continue to work with Registered Social Landlords (RSLs) to increase the supply of affordable housing in Glasgow through delivering the Affordable Housing Supply Programme (AHSP). This will include developing affordable wheelchair adaptable and larger family homes that are designed to high sustainability standards. Specific 25/26 targets for the levels of new affordable housing (including wheelchair adaptable / larger family homes) will be finalised during Q1 of 2025, after consultation with the Scottish Government.</p>	<p>Scottish Government has advised that the Offer of Grant for 25/26 shall be £103.638m for the main AHSP programme with a further £11.927m being available specifically for targeted acquisitions.</p> <p>Performance milestones are monitored on a monthly / quarterly basis to ensure that key performance indicators are met.</p> <p>Report programme out-turn at the end of March 2026.</p>	<p>The finalised Scottish Government grant offer letter was expected in July 2025. The programme was presented to the City Administration Committee on 4th September 2025 for approval.</p> <p>Council to allocate £115million for affordable homes in Glasgow in 2025/26.</p>	<p>Continue to develop / deliver the programme to meet key targets for Spend, Approvals, Site Starts and Completions, including Wheelchair Adaptable Housing and Larger Family Homes.</p> <p>Programme targets will be set out in the City Administration Committee report requesting acceptance of the Scottish Government offer of grant once received.</p>	NRS	<div style="background-color: green; color: white; text-align: center; width: 20px; height: 20px; display: inline-block; margin: 5px;">G</div>

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.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Present update report on Empty Homes Action Plan to Economy Housing Transport and Regeneration committee on 22nd April 2025.	<p>Private Sector Housing Statement of Assistance updated to include addition of empty homes grants by Q1 2025/26.</p> <p>City Centre repurposing pilot site start achieved by Q4 2025/26 and identify next repurposing project Residential strategy in 25/26.</p>	<p>The Grant Scheme is ready to launch once finance is in place.</p> <p>NRS held a Development Team Housing workshop in June 2025 which brought Registered Social Landlords, Private developers/investors together to explore their appetite for repurposing opportunities within the City Centre.</p>	<p>Launch Grants Scheme to bring more empty homes back in to use.</p> <p>Extend the use of CPO powers to bring back long term empty homes back into use working in partnership with a developer or other partnering organisation.</p>	NRS	
Agree 2025/26 Strategic Acquisitions (SA) programme.	<p>Target for the number of acquisitions and larger family homes to be delivered over the course of the financial year set.</p> <p>Monitor delivery and spend - to March 2026.</p>	<p>Awaiting finalised offer of grant from the Scottish Government. City Administration Committee report outlining targets for 2025/26 programme will be post recess once the offer of grant is received.</p>	<p>Meet with Registered Social Landlords (RSL'S) and HSCP partners regularly to ensure that we are prioritising the targeting of properties and achieving the best outcomes.</p>	NRS	

Commitment: Develop an Affordable Housing Policy for the city to require a proportion of affordable housing in new developments, prioritise public land for affordable housing and increase affordable housing in higher land-value areas such as the city centre.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Undertake detailed analysis of localised housing markets, affordability and mechanisms for implementing an affordable housing developer contributions policy aligned to NPF4.	<p>Data analysis complete by Q2 2025/26.</p> <p>Fieldwork research and engagement undertaken by Q2 2025/26.</p> <p>Full findings presented to elected members in August 2025.</p> <p>Final Report due by October 2025.</p>	<p>Data analysis is progressing and interim findings shared. Fieldwork research has started.</p> <p>A Glasgow workshop event was held in June 2025 and other case study areas were scheduled during July 2025.</p>	<p>Fieldwork research and engagement, including workshops across five case study locations.</p> <p>Interim findings and feedback.</p> <p>Present Full Findings to Members.</p> <p>Prepare Final Report.</p>	NRS	
Reference progress on investigating affordable housing policy within Strategic Housing Investment Plan 2026-31.	SHIP prepared and submitted to City Administration Committee in November 2025.	SHIP 2026-31 initial preparation stage is underway and on track to present full SHIP, tables and report to Committee in Q3 2025/26.	<p>Prepare and submit Strategic Housing Investment Plan (SHIP) 2026-31 to the Scottish Government.</p> <p>Present SHIP and associated paper to City Administration Committee for approval.</p>	NRS	
Identify opportunities to prioritise public land for affordable housing.	By March 2026.	Ongoing work was undertaken to identify a long-list pipeline of sites for development and regeneration, which will inform SHIP 2026-31 and promotion of investment opportunities.	Internal review of sites to identify opportunities for inclusion within SHIP and longer-term planning pipeline.	NRS	

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

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Work closely with Environmental Health colleagues re damp and mould enquiries in the Private Rented Sector (PRS).	Level of Inspections carried out monitored via KPIs each month and action taken where appropriate.	Joint inspections continue to be carried out. A meeting was scheduled for July 2025 to discuss procedures and data collection.	Increase the number of property inspections to ensure properties meet the required standards and use appropriate powers where properties fail to meet the required standard.	NRS	G
Work with partner organisations to ensure that Private Renting Sector (PRS) tenants are being provided with relevant information concerning their rights.	Interventions carried out, monitored via KPIs each month and work with a range of organisations to ensure that tenants have more access to relevant information.	The PRS Hub continue to deliver a high percentage of successful outcomes.	Maintain support and advice for PRS tenants and undertake interventions where notice to quit has been served.	NRS	G

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.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to engage positively with private landlords and regularly update through issue of newsletters.	Newsletters are issued on a quarterly basis.	Discussion is ongoing with Under One Roof to hold further webinar sessions for private landlords.	<p>Make even more use of Prescribed Information powers.</p> <p>Raise awareness of damp/mould issues and impact on tenants.</p> <p>Arrange for training sessions through Under One Roof.</p>	NRS	
Continue to report poor performing landlords to Licensing and Regulatory Committee and make use of Rent Penalty Notices/ Suspension of Rent Orders.	Number of properties which fail to meet Tolerable /Repairing Standard monitored and action taken where appropriate.	<p>A number of private landlords have been referred to committee due to poor housing conditions.</p> <p>5 landlords were removed from the register in June 2025.</p> <p>69 rent penalty notices have been issued up to the 9th of June 2025.</p>	<p>Continue to make full use of powers where properties fail to meet the tolerable standard.</p> <p>Take enforcement action when needed.</p>	NRS	

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.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to work closely with the Scottish Government in the design and implementation of rent controls.	<p>Housing (Scotland) Bill Stage 2 completion on 29th May 2025 and dates awaited for Stage 3.</p> <p>Consultation on exemptions to the Housing (Scotland) Bill closes on 18th July 2025.</p>	<p>Housing (Scotland) Bill Stage 2 is complete.</p> <p>NRS officers continue to engage with the Scottish Government working group. The group met in July 2025 with a focus on rent data collection.</p>	<p>Ongoing engagement in Scottish Government/Local Authority Working Group on Rent Controls.</p> <p>Review Bill on publication of Stage 2 amendments and as Bill progresses.</p> <p>Engage in consultation(s).</p>	NRS	<div style="background-color: green; color: white; text-align: center; width: 20px; height: 20px; display: inline-block;">G</div>

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

MISSION 2: RUN AN OPEN, WELL GOVERNED COUNCIL IN PARTNERSHIP WITH ALL OUR COMMUNITIES

Commitment: Review the Violence Against Women’s Partnership, including sector funding and communications strategy, and support actions to effectively prevent and respond to violence.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
<p>Deliver on NRS Violence Against Women (VAW) commitments contained within the (Glasgow Violence Against Women Partnership (GVAWP) city wide Strategic Plan.</p>	<p>Workshops: •Non-Fatal Strangulation - (NFS) April 2025; •Legal landscape on Protection Orders in relation to Violence against Women and Girls) VAW&G - May 2025; •Commercial Sexual Exploitation - June 25; •Child Sexual Abuse Adult Survivors September - 2025; •VAW&G Women Subject to Immigration Barriers - December 2025</p> <p>Online presence and visibility built by March 2026.</p>	<p>A workshop on NFS was delivered in April 2025.</p> <p>Legal Landscape on Protection Orders was delivered in May 2025.</p> <p>A CSE workshop was rescheduled for October 2025.</p> <p>GVAWP online presence has been reviewed.</p> <p>Meeting schedule for GVAWP Working Groups WAIR; MARAC Steering Group; CSE; Financial Harm; VAW & Homelessness has been established for 2025.</p> <p>Participate in Improvement Service VAW&G Needs Assessment Strategic Working Group.</p>	<p>Deliver a series of workshops across all forms of VAW&G.</p> <p>Build online presence and visibility of GVAWP including city wide priorities to tackle all forms VAW&G.</p> <p>Convene and support working groups aligned to the delivery of the GVAWP city wide strategic plan.</p> <p>Contribute to national VAW&G activity by working in partnership with Scottish Government and COSLA as co-owners of Equally Safe.</p>	<p>NRS</p>	<p>G</p>

	<p>Meeting schedule for GVAWP Working Groups WAIR; MARAC Steering Group; CSE; Financial Harm; VAW & Homelessness established Q1 2025.</p> <p>Work collaboratively with national partners in work progressed by Scottish Government and COSLA as co-owners of Equally Safe by March 2026.</p>				
Build capacity of NRS VAW Team to support the delivery of NRS VAW strategic commitments.	Additional member of NRS VAW Services appointed by September 2025.	<p>RVM has been completed, submitted and approved by Work Force Planning.</p> <p>Recruitment paperwork for the new post, person specification, role profile and PTR_PTO have been completed and submitted to HR.</p>	Advertise, recruit and appoint an additional NRS VAW team member.	NRS	
Continue to work with partners and key stakeholders to consolidate the delivery of Multi Agency Risk Assessment Conference (MARAC) service in Glasgow.	In partnership with key stakeholders Glasgow HSCP; Police Scotland and Wheatley Group work to secure funding to support the continuation of MARAC Service in Glasgow by September 2025.	<p>Presentation and a development plan has been established by MARAC Coordinators.</p> <p>A preliminary meeting has been held with HSCP practice team and MARAC Manager.</p>	<p>Create greater understanding of the role and function of MARAC Service to stakeholders and wider community based organisations.</p> <p>Convene key stakeholder funders meeting to identify a</p>	NRS	

	<p>In conjunction with Glasgow MARAC Steering Group agree and develop a sustainable model for the delivery of MARAC Service in Glasgow by March 2026.</p> <p>Make visible multi-agency commitments to MARAC, by March 2026.</p> <p>Make clear links to and align high risk victims of domestic abuse to the public protection agenda by October 2025.</p> <p>Create greater understanding of the role and function of MARAC Service to stakeholders and wider community based organisations by March 2026.</p>	<p>Proposal for MARAC to consider the data on Repeat and Escalation referrals, with a view to divert them from MARAC.</p> <p>Initiated discussions with SafeLives to provide bespoke Glasgow MARAC rep training.</p>	<p>sustainable funding model for MARAC in Glasgow.</p> <p>Support the MARAC Steering Group to agree a model of MARAC delivery in the city.</p> <p>Provide 1/4ly data on MARAC referrals, issues and trends to Public Protection Committees.</p> <p>Deliver MARAC Workshops to key stakeholder services, including community groups.</p> <p>Work in partnership with SafeLives and provide data to help inform the national picture on MARAC.</p>		
<p>Integrate GVAWP city wide multi agency strategy to prevent and eradicate VAW&G within existing and developing key Glasgow city strategies.</p>	<p>Identify key city wide strategies where the harms caused by VAW&G are relevant and co-exist and advocate for inclusion along with measurable activity.</p>	<p>NRS VAW Manager chairs the Alcohol and Drug Partnership (ADP) Women's Group reviewing existing provision and identifying gaps with assistance of the ADP Intelligence Hub.</p>	<p>Chair and participate in ADP Women's Group, support the delivery of activity aligned to ADP Strategic Plan.</p> <p>Participate and contribute to Glasgow HSCP Domestic</p>	<p>NRS</p>	<p></p>

		<p>NRS VAW service is represented on and acts as a “critical friend” on the HSCP Senior Officer DA Strategy Group and Operational Groups. Provision of inputs on applying a gendered lens to the discussion and development of policy and practice.</p> <p>NRS VAW staff are also members of the Feminist Urbanism Group</p>	<p>Abuse Strategy both strategic and operational groups.</p> <p>Collaborate with Community Planning Partners in the newly established VAW funding stream within GCF.</p> <p>Seek to align the impact of VAW&G within the child poverty agenda.</p> <p>Support GCC to realise its Feminist City ambitions by participating in the Feminist Urbanism Working Group.</p>		
<p>Reaffirm GCC commitments to tackling commercial sexual exploitation of women (CSE).</p>	<p>Align GCC CSE policy position with Scottish Government national framework on tackling men’s demand for prostitution by the end of Q2 2025/26.</p>	<p>NRS’ VAW Service is working with Police Scotland’s ‘G Division’ on Operation Waterdale to tackle kerb crawling in the East of the City since October 2024. It is based on the successful Operation Outgoing started in 2015 and interrupted by the pandemic.</p> <p>Operation Waterdale has shown success in reducing kerb crawling with Routes Out noting a significant reduction in sightings of sex buyers on their outreach activity. Learning from this initiative will inform our work to</p>	<p>Seek support to review and refresh the current policy position to tackle demand for prostitution.</p>	NRS	

		<p>align GCC CSE policy position with the Scottish Government national framework on tackling men's demand for prostitution.</p> <p>At a time when misogyny and male violence against women and girls are pervasive, it is more important than ever to commit to a future that upholds safety, justice, and equality as our collective priorities. Public awareness of prostitution as a human rights issue has grown in recent years, along with an understanding of the harm resulting from sexual exploitation as commercial enterprise.</p>			
--	--	--	--	--	--

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.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue participating and engaging with the Scottish Government on development functionality of the portal.	Respond on any consultations and input on any forums seeking to evolve the portal.	Input as opportunities arise.	<p>Identify opportunities to engage.</p> <p>Use any feedback from customer engagement to feed into improvements.</p>	NRS	

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

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Develop arrangements for Area Partnerships reflecting stakeholder input and Council strategic commitments	Area Partnerships Chairs Forum created January 2023.	There is ongoing engagement with each Area Partnership and quarterly meetings with AP Chairs (next mtg 16 May) to progress local plans and development.	A development session for AP Chairs is planned for October 2025. Discussions ongoing regarding AP meeting arrangements and the alignment of strategic and	Chief Executive's Department	G

	<p>Governance paper agreed by CPP Strategic Partnership November 2024</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>Funding criteria have been updated and approved by the GCPP Strategic Board.</p>	<p>local priorities and timeframes through AP plans.</p> <p>Induction/training materials for members in development for roll out in 2026.</p> <p>Staff training continues with a focus on community engagement.</p> <p>Funding processes are being updated and streamlined to release staff capacity.</p> <p>Membership to be reviewed to reflect AP Plans and local circumstances</p> <p>A revised Performance Framework for the Community Plan provides the foundation for planning at Area Partnerships.</p>		
--	---	--	---	--	--

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

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	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>The range of data available at ward level to inform AP Plans continues to be expanded however the engagement and priority setting has been paused to ensure alignment with citywide developments. The first iteration of Plans expected to be in place by early 2026.</p>	Chief Executive's Department	G

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

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Review and refresh Community Planning Structures	Governance paper outlining refreshed approach agreed by the Glasgow Community Planning Partnership (GCPP) Strategic	Glasgow Community Planning Partnership agreed 10 year Glasgow Community Plan / Local Outcome Improvement Plan (LOIP) with focus on Family Poverty and delivery of commitments through	<p>Develop Performance Framework as a working tool.</p> <p>Development of clear communications to ensure buy in from partners and</p>	Chief Executive's Department	G

	Partnership in November 2024. GCPP Strategic Partnership agreed to socialise and test performance framework in March 2025.	Community Empowerment legislation. Performance framework continues to evolve to focus on ensuring the achievement of outcomes.	commitment to adopt the Framework. Engage Equalities Forums in the functioning of GCPP. GCPP Executive Board holding development session to co-ordinate evolution of the Performance Framework.		
--	---	---	---	--	--

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

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	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. Engagement Process reflecting Citizen Voice being tested and planned into approach.	Aligning Ward Level focus for performance with the evolving Performance Framework for the LOIP. The range of data available at ward level to inform AP Plans continues to be expanded however the engagement and priority setting has been paused to ensure alignment with citywide developments. The first iteration of Plans expected to be in place by early 2026.	Chief Executive’s Department	

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

Action	Milestones (current)	Progress and Impact	Planned Activity/Route to Green	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>Following 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.</p> <p>Each Community Council has a named Communities Support Officer who has wider, local community knowledge. Working relationships between Communities Support Officers and Community Councils are being formed.</p> <p>Community Councils have directly informed the development opportunities offered by Glasgow City Council resulting in varied topics and delivery methods being</p>	<p>A number of development opportunities are being developed to be offered to Community Councils, including practical skills for Community Consultation and specific Community Engagement training.</p> <p>Officers continue to work to expand the work of Community Councils, , including the exploration and support to re-establish of inactive Community Councils.</p> <p>There are currently 6 working groups being supported to re-establish Community Councils, all at different stages.</p>	<p>Chief Executive’s Department</p>	<p>G</p>

		<p>identified and prioritised such as participating effectively in Planning and Licensing processes.</p> <p>Specific investment in intersectional equalities training has taken place which was offered to all Community Councillors.</p>			
--	--	---	--	--	--

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

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Ensure Scrutiny Arrangements provide robust framework for ensuring the safety of communities.	Present report on review of arrangements November 2023.	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	<p>To be kept under review within the Safe Glasgow Partnership and fed into the Community Planning Strategic Partnership.</p> <p>In response to a request made to the Safe Glasgow Partnership in relation to a carrying out a specific community engagement exercise around public perception/views of the policing of protests in Glasgow (June 25), the Chair would continue working with the Communities</p>	Chief Executive's Department	G

		Scottish Police Authority and the COSLA Local Scrutiny Conveners' Forum. No recommendations for change were proposed and none suggested by the Members	Team and Chief Superintendent to explore further ways to enhance the scrutiny duties of the Partnership to fulfil the challenge detailed in the Council's Strategic Plan.		
--	--	--	---	--	--

OFFICIAL

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.

OFFICIAL

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.