



Glasgow City Council
City Administration Committee

Item 1

15th January 2026

Report by Councillor Paul Leinster, Chair of the Digital
Glasgow Board

Contact: Colin Birchenall, 07986 296877

Digital Glasgow Strategy Annual Report 2025

Purpose of Report:

To provide the City Administration Committee with a comprehensive update on the implementation of the Digital Glasgow Strategy.

Recommendations:

It is recommended that Committee:

1. Notes the positive progress and measurable impact made in delivering the Digital Glasgow Strategy during 2025.
2. Recognises the city's ongoing commitment to its core values of inclusion, security, transparency, empowerment, and collaboration.
3. Notes the challenges identified and the proactive steps being taken to address them; and
4. Approves the continued direction of travel and priorities for 2026.

Ward No(s):

Citywide: ✓

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

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

1.0. Executive Summary

- 1.1. The Terms of Reference for the Digital Glasgow Board include a commitment to provide the City Administration Committee with an annual report of progress implementing the Digital Glasgow Strategy.
- 1.2. The Digital Glasgow Board has reviewed the annual report and presents it to the City Administration Committee for approval.
- 1.3. The Digital Glasgow Annual Report 2025 details a year of significant progress in delivering the city's ambitious Digital Glasgow Strategy 2024 to 2030, which aims to create a digitally inclusive, innovative, and empowered city.
- 1.4. Guided by the Core Values set out in the strategy (Accessible and Inclusive, Protective and Secure, Open and Transparent, Participative and Empowering, and Collaborative and Partnership Working) the strategy's implementation during 2025 has resulted in measurable achievements across the strategy's three strategic missions: building a fair and empowered digital society, fostering an inclusive digital economy, and delivering sustainable, innovative digital public services.
- 1.5. The full report is included as an addendum however a summary of the highlights is provided below

2.0. Key Achievements by Strategic Mission

- 2.1. ***Building a Fair and Empowered Digital Society:*** During 2025, Glasgow made important steps towards digital inclusion, with enhanced accessibility of council services and the Assisted Digital program supporting thousands of residents. Targeted device provision and digital skills initiatives are helping to narrow the city's digital divide, while open data platforms and digital twins improved transparency and civic engagement.
- 2.2. Additionally, Glasgow strengthened its partnership approach to tackling digital exclusion by building improved collaboration with community organisations, and public and academic partners. Delivered in partnership with Glasgow Council for the Voluntary Sector (GCVS) and Glasgow Life, this collective effort is creating an environment for increased sharing of resources, best practices, and outreach strategies, ensuring that support reached those most at risk of being left behind in the digital transition.

- 2.2. ***Fostering an Inclusive Digital Economy:*** Glasgow has firmly established itself as a UK leader in digital infrastructure through robust investment in connectivity, including the deployment of full-fibre broadband and 5G networks. Central to these achievements is the Glasgow Telecoms Unit, which has played a pivotal role in coordinating and driving the city's connectivity initiatives. By collaborating with public and private sector partners, the Telecoms Unit has ensured that infrastructure projects are delivered efficiently, prioritising areas most in need and supporting the city's commitment to digital inclusion. Their strategic oversight has not only accelerated the rollout of next-generation networks, but also helped bridge the digital divide, making high-speed internet accessible to more residents and businesses across Glasgow.
- 2.3. This leadership position is further reinforced by pioneering digital skills programs that have opened pathways to technology careers for people from diverse backgrounds.
- 2.4. The city's dynamic tech ecosystem continues to drive inclusive growth and innovation, supported by increased venture capital investment and targeted initiatives for underrepresented sectors. In recognition of Glasgow's achievements, Tech UK included a case study of the achievements across the Glasgow City Region in their Local Index Report 2025 alongside Greater Manchester and West Midlands.
- 2.5. ***Delivering Sustainable, Innovative Digital Public Services:*** A key milestone for 2025 has been the transition toward a multisource supply chain model, which provided the essential foundation for broader digital transformation. By adopting a multisource approach, the Glasgow family is now able to integrate best-in-class services and solutions from multiple providers, increasing flexibility, resilience, and the ability to rapidly adopt emerging technologies.
- 2.6. In 2025, there was a rise in demand for Artificial Intelligence (AI). Several AI tools were introduced, including Microsoft Copilot chat, which became available to staff. Additionally, a proof of value project was carried out for Microsoft 365 Copilot, showing that it can help staff create content and analyse information within Microsoft 365 products. An evaluation report was produced for the project which was based upon feedback provided from the staff involved. Staff reported that Co-Pilot increased their productivity, improved the quality work of their work, and enhanced their wellbeing (by being able to better manage their workloads).

3.0. Challenges

- 3.1. The annual report also acknowledges ongoing challenges, including persistent digital exclusion, resource and capacity constraints, the complexity of legacy system integration, and the need to maintain public trust and ethical standards as digital adoption accelerates. These challenges are being addressed through targeted interventions, for example, the Digital Glasgow

Board has requested that officers develop an AI Framework to guide safe and fair use of AI.

4.0. Priorities for 2026

- 4.1. The achievements and lessons of 2025 provide a strong foundation for Glasgow's continued transformation, ensuring that digital innovation delivers meaningful and equitable benefits for all citizens.
- 4.2. Looking ahead, priorities for 2026 set out in the annual report include expanding digital inclusion, embedding new operating models and AI governance, redesigning services with a customer-centric focus, further investment in connectivity and smart infrastructure, and strengthening the Council's approach to innovation and digital transformation.

5.0. Next Steps

- 5.1. Subject to Committee approval to the recommendations, work will be undertaken to publish the annual report as an interactive report, in line with the style of the Digital Glasgow Strategy itself.

6.0. Policy and Resource Implications

Resource Implications:

Financial: No additional direct impact

Legal: No additional direct impact

Personnel: No additional direct impact

Procurement: No additional direct impact

Council Strategic Plan: The progress made implementing the Digital Glasgow Strategy in 2025 has provided enhanced foundations for all of the Council Strategic Plan missions and has in some cases directly contributed to Commitments.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes Yes,

2021-25? Please specify.

What are the potential equality impacts as a result of this report?

The report highlights positive impacts associated with improved digital inclusion and improved accessibility to the Council's online services.

Please highlight if the policy/proposal will help address socio-economic disadvantage.

The report highlight the important role of digital inclusion in addressing socio-economic disadvantage and describes progress to improve pan-sector support for digital inclusion.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:

The Climate Plan includes two specific actions relating to digital that are aligned to the Digital Glasgow Strategy;

“Leverage data and technology to drive progress in climate action, while proactively addressing and reducing the environmental footprint that may result from increased adoption of digital technologies.”

“Promote implementation of naturebased solutions (NBS) and climate resilience across the City by utilising the Environmental Digital Twin.”

What are the potential climate impacts as a result of this proposal?

The report highlights progress made using data and technology to drive progress in the climate plan (e.g. smart AI-based traffic cameras), and progress made developing and using the Digital Twin.

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

Yes.

Privacy and Data Protection Impacts:

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

Privacy and data protection considerations run throughout the report. Not directly, however privacy and the protection of digital rights is a core value of the Digital Glasgow Strategy. All digital, data (and AI) initiatives that involve the use of data about people undertake a Data Protection Impact

Assessment (DPIA) rather than via the Annual Report for the strategy.

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

7.0. Recommendations

- 7.1. It is recommended that Committee:
5. Notes the positive progress and measurable impact made in delivering the Digital Glasgow Strategy during 2025.
 6. Recognises the city's ongoing commitment to its core values of inclusion, security, transparency, empowerment, and collaboration.
 7. Notes the challenges identified and the proactive steps being taken to address them; and
 8. Approves the continued direction of travel and priorities for 2026.