Operational Performance and Delivery Scrutiny Committee

4th November 2026

Response to Questions by Elected Members

ITEM 1:	**Response to questions from meeting held on 30 September 2026**
Q1: Baillie McLeod	1. NRS previously advised that work at George Square would be completed by the end of October. Is this still the anticipated completion date? 2. Does the reference to “year” at the end of the page mean calendar year? 3. What is meant by a “red penalty notice”? 4. Regards the statement “this approach reflects a decision”, which group or committee made that decision, when was it made, and what was the source of the response? 5. What is the Night-Time Economy Commission, who are its members, and what is its remit? 6. In the second-last paragraph, should “are delivering” read “were delivering”? Please clarify the intended wording and meaning. 7. Please provide further detail on financial inclusion provision across the city, including mapping of duplication and gaps in provision. 8. What alterations or improvements to Cardonald Library have required planning permission? 9. What is the timetable for completion of the works at Cardonald Library?
A: NRS	1. The main Square is now projected to re-open at the end of October/start of November, before Remembrance events, with the south carriageway completing and opening to pedestrians in mid-November and to vehicle traffic in mid-December. 2. Please find figures below Year / Total 2025 / 161 2026 / 152 These figures relate to the calendar year. They differ from the original figures provided because the data query was expanded to include a wider dataset ie damp and mould.

	3. The definition of Rent Penalty Notice (RPN) is: 'A notice suspending the rent liability of a tenant in a privately let property. This prohibits the landlord or others from collecting rent on any property subject to a RPN. The RPN is issued only where the private landlord has failed to register as a landlord with the council following requests to do so. 4. Responding to a lack of safety and creating safer public spaces sits across a number of partnerships and Council services. While GVAWP does not directly deliver public realm, transport or environmental safety interventions, our work seeks to ensure that women's lived experiences inform city-wide planning, policy development and service delivery. As Women's Safety extends far beyond VAWG and the GVAWP, VAWG services took a paper to the Feminist City Working Group December 2025, where it was agreed that the Women's Safety agenda is now being incorporated within the Feminist Urbanism framework as a thematic pillar rather than a bolt-on addition. 5. The Glasgow Night-Time Economy (NTE) Commission is the successor to the existing Night-Time Economy Sub Group of the City Centre Task Force. Its establishment was proposed through the *Nightshift: Glasgow* vision and action plan, which was approved by the City Administration Committee on 12 March 2026. The Commission is intended to operate as an independent collaborative forum, bringing together public, private and third-sector partners to support, inform and influence the development of Glasgow's night-time economy, and support the implementation of the *Nightshift: Glasgow* vision and associated action plan. Committee Information - Submission Documents The Commission's membership is currently being finalised. It is expected to comprise representatives from the existing NTE Sub Group together with key stakeholders and sector representatives from across Glasgow's night-time economy. A Night-Time Economy Manager is currently being recruited and will support the Commission, once appointed. 6. Yes it should read 'were delivering', however Education has now commissioned St Paul's Youth Forum to deliver additional capacity across Glasgow Secondary Schools.
Chief Executive	7. The information is contained in the Financial Inclusion document.
Glasgow Life	8. The requirement for Planning Permission arose from the proposed removal of the existing RAAC panel roofs, which necessitates a full roof replacement. As a consequence of these works, the existing rooftop water storage tank housing is also to be demolished; these

	elements form part of the primary repair proposals for the building. Formal Planning Permission and Building Warrant applications were therefore submitted in support of the planned repairs at Cardonald Library. Planning Permission has recently been approved, and the project remains in the pre-construction phase, with the design team continuing to progress the remaining outstanding statutory approvals alongside the technical and procurement work required before construction can commence.
Glasgow Life	9. The project remains in the pre-construction phase. The current programme anticipates tender issue in October 2026, followed by an anticipated tender period of approximately 8–12 weeks, with contractor appointment thereafter and works currently anticipated to commence on site from January 2027. The construction programme and completion date remain subject to the successful conclusion of procurement and receipt of the necessary statutory approvals. A detailed construction programme and confirmed completion date will therefore be established following contractor appointment.
ITEM: 2	**Response to questions from meeting held on 30 September 2026**
Q1: Councillor Daly	1. How will the work of the deep-clean teams be evaluated? Will there be public consultation, and can feedback be gathered from residents who have arranged work by the teams? 2. Will NRS extend public access to the clean teams, potentially through the app, and will improvements be made to address concerns about the app's usability? 3. Please provide the number of primary-school nurture groups. Although 68 schools receive funding, only 59 are identified for 2025/26. What accounts for this difference, has nurture provision changed in the schools no longer included, and what are the reasons for the reduction?
A: NRS	1. The evaluation will include consideration of the extent to which the additional resource has supported the objectives of the programme and contributed to improved outcomes across electoral wards. The Deep Clean Programme Evaluation report due to be presented in February 2027 will include an assessment of the programme's outcomes and performance measures. The report will seek to provide evidence on the benefits delivered by the additional staffing, including the impact on environmental quality, service delivery, responsiveness to local concerns, improvements

	achieved through the programme and feedback gathered from community testimony. 2. The development of a customer facing app is currently being led by Corporate Services. Residents and the general public can currently highlight areas that require attention and this information is used to determine the best route for further action, be that an immediate response to a service request, or the service request being used to develop more programmed work such as those activities carried out by the Deep Clean Teams.
Education	3. Colleagues from Education Services have met Councillor Daly to provide responses on the matters raised.
ITEM: 3	**Response to questions from meeting held on 30 September 2026**
Councillor Mooney	1. What is the timetable for the Women's Safety Charter, and when will a draft strategy be available for members to comment on?
A: NRS	1. The original Women's Safety Charter is no longer being progressed as a standalone document. Following engagement with partners and ongoing development work, the principles and objectives of the Charter have been incorporated into the emerging Feminist Urbanism Strategy and accompanying toolkit. This approach reflects a decision to embed women's safety within a broader strategic framework for city planning, place-making and governance rather than develop a separate charter. The timeline for publication is therefore aligned with the development and approval of the Feminist Urbanism Strategy. Glasgow's Feminist City Strategy is scheduled for official launch in 2027,with implementation thereafter.
ITEM: 4	**Response to questions from meeting held on 30 September 2026**
Councillor Brown	1. The action is described at a high level, but the supporting detail is limited. How is success against the Grand Challenge being tracked, and can more detailed information be included in future reports? Please provide a more detailed matrix showing progress in reducing child poverty, aligned with the Child Poverty Programme and including unmet need. 2. Is the Green RAG status for gambling harms appropriate, and have all the listed actions been completed?
A: Chief Executive	1. The information is contained in the Financial Inclusion document 2. The Green RAG status is appropriate as the programme of work is broadly on track. The Glasgow Project programme of work describes 3 years of work, and we are only part way through year one. We are a couple of months behind the dates for getting the

	multi-disciplinary team in place – recruitment delays from us and other partners, but nothing substantive. The partnership group has been re-established, and the programmes of work are fairly advanced to ensure delivery in year.
ITEM: 5	**Response to questions from meeting held on 30 September 2026**
Councillor Doherty	1. What is the current funding gap for the Baillieston Hub, and how confident are officers that it will be addressed? 2. What is the current number of delayed discharges involving adults with incapacity, and what has the trend been over the past three years? 3. Please provide details of the provenance certificates for the trees
Glasgow Life	1. Tender returns have been received but have not yet been accepted, with pre-tender cost checks and commercial negotiations continuing. In parallel, Glasgow Life and Neighbourhoods, Regeneration and Sustainability (NRS) are reviewing existing budget provision, potential funding sources and opportunities to reduce overall project costs. As this work remains ongoing, it is not yet possible to provide a sufficiently robust assessment of any potential funding gap 2. There has been good, and sustained, progress on performance on Delayed Discharges (DDs) during 2026 but DDs continue to represent a significant operational and strategic challenge for Glasgow City HSCP and NHSGGC. Performance fluctuates in response to periods of pressure across acute hospitals, increasing levels of complexity among patients awaiting discharge including an increase in younger age patients with complex needs, continued high levels of patients affected by the Adults with Incapacity Act (AWI cases), housing and homelessness pressures and increasing demand for community-based care. Numbers of DDs reached a high of 199 patients in March 2025, the highest level recorded for Glasgow in more than a decade and GCHSCP agreed to work towards a target of 160 DDs to be achieved by 23 December 2025. This target was achieved, on time, and 2026 has seen positive performance continue with numbers in the 130s being achieved, although at times, since its introduction, the 160 target has been breached. The majority of breaches took place over the traditionally busy winter period, and we are very conscious that winter 2026 – 2027 is fast approaching, so are working hard to ensure we are as well placed as possible to support people to leave hospital in a timely manner. People who are delayed in their discharge because legal powers are required in order to facilitate a move into an appropriate care setting, known as AWI delays, also continue to be a significant feature, usually making up around 1/3 of GCHSCP's delays on any given

	day. However, this has also been an area of improvement from a high of 70 mid 2025 to regularly being in the 40s or 50s. Improving performance in AWI delays is a complex matter, due to the many different stages involved in the process but we continue to work to improve performance where we can. 3. Council officers have contacted Councillor Docherty directly to provide an update on this matter.
ITEM: 6	**Response to questions from meeting held on 30 September 2026**
Bailie Siddique	1. Has work been undertaken to map the funding gaps for investment in the People's Palace, and where do discussions about securing the required funding currently sit? 2. Which committee will consider the report on Whitehill Pool? Can further information on the outline business case, including its current status, be circulated? 3. When will residents be informed of the final decision on Whitehill Pool?
Glasgow Life	1. Glasgow Life are members of and contribute to, the GCC Property Asset Management led 'Heritage Asset Plan Working Group'. This group provides guidance and support on prioritisation of heritage investment via an evidence-based approach/assessment tool, as well as considering alternative models for heritage stewardship and innovative solutions to the management of the council's heritage estate. Glasgow Life regularly provide updates to this working group on the organisations live or future works packages that are being delivered via existing and approved Glasgow Life capital. 2. The final decision on the future of Whitehill Pool will rest with Glasgow City Council's City Administration Committee, following completion of the next stage of independent assessment and business case development. This work will include validation of the completed options appraisal, a needs and demand assessment, and further evaluation of the capital and revenue implications and potential funding requirements associated with the options. The options appraisal has been completed and shared with community stakeholders and elected members. The next stage is to commission specialist support to develop the evidence base further and assess deliverability, affordability and funding requirements. Glasgow Life and Glasgow City Council have been working together to define the scope of that commission and the associated procurement requirements. The existing options appraisal considers new-build and deep-retrofit/refurbishment options, alongside a mothballing baseline comparator. It recommends further business case development to

	determine the preferred permanent option and establish affordability, value for money and delivery readiness before a permanent investment decision is taken. 3. No final decision has yet been taken on the future of Whitehill Pool. The completed options appraisal provides the basis for the next stage of assessment, but further work is required before recommendations can be presented to Glasgow City Council for consideration. There is therefore currently no approved date for a final Council decision or for any subsequent construction or reopening programme. These milestones are dependent upon completion of the further technical and business case work and consideration of any resulting investment proposal by Glasgow City Council. Residents, elected members and community stakeholders will continue to be kept informed as the work progresses, with further updates provided as key milestones are reached and following any formal Council decision. Previous correspondence confirms the intention to continue updating these groups throughout development of the business case.
ITEM: 7	**Response to questions from meeting held on 30 September 2026**
Councillor Campbell	1. Given the condition of the McLellan Galleries, what is the justification for the action's Green RAG rating? 2. With regards to GL buildings - Please include information on the condition and status of other unoccupied buildings in future reports.
Glasgow Life	1. The Green RAG rating relates to progress against the wider Sauchiehall Street Culture and Heritage District programme and the overall programme of activity, rather than the McLellan Galleries project in isolation. McLellan Galleries is currently reported as Amber within project reporting, reflecting the scale and complexity of the work required. A package of condition surveys is being undertaken to help establish the building's condition and inform the scope of future repair works. This will support the next phase of activity, including works aimed at making the building watertight and protecting the building fabric. Additional funding opportunities are also being explored to support the wider ambitions for the building. On this basis, the overall programme remains Green, while the specific risks and challenges associated with McLellan Galleries continue to be recognised and actively managed through its Amber rating.

	2. Where new information on the status of unoccupied buildings on Sauchiehall Street is available, Glasgow Life will include that information in Strategic Plan updates to this committee.