



Glasgow City Council

Environment and Liveable Neighbourhoods City Policy Committee

Report by George Gillespie, Executive Director of Neighbourhoods, Regeneration and Sustainability

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**NEIGHBOURHOODS, REGENERATION AND SUSTAINABILITY:
ANNUAL BUSINESS PLAN 2024-25**

Purpose of Report:

The report presents the 2024-25 Annual Business Plan (ABP) for Neighbourhoods, Regeneration and Sustainability (NRS).

Recommendations:

The committee is asked to consider and discuss the contents of the attached report.

Ward No(s):

Citywide: ✓

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

1 Introduction

The Annual Business Plan (ABP) outlines how Neighbourhoods, Regeneration and Sustainability (NRS) will deliver the Council's Strategic Plan Grand Challenges, Missions, and Commitments. The ABP is forward focused, reflecting the budget for 2024– 2025 and how this aligns to service delivery. It also brings together information on how NRS' strategies, policies and actions are linked.

The Council's Strategic Plan 2022 – 2027 was approved on 27th October 2022. NRS continue to be instrumental in driving forward the challenge of fighting the climate emergency in a just transition to a net zero Glasgow. We will also continue to have a significant impact on enabling staff to deliver essential services in a sustainable, innovative, and efficient way for our communities, focusing on the creation of safe, clean, and thriving neighbourhoods.

We will focus our efforts in 2024/25 in delivering the priority commitments of the strategic plan, with a particular emphasis on delivering the following:

Glasgow City Council declared a housing emergency on 30th November 2023. NRS will continue its response to Glasgow's housing and homelessness pressures, through the Glasgow Local Housing Strategy 2023 - 2028, including progressing the Empty Homes Action Plan. Work will be undertaken with Registered Social Landlord partners and the Scottish Government to explore opportunities to secure investment and progress actions that will contribute towards alleviating housing pressures in the city. The City Centre Strategy 2024 – 2030 was recently approved at committee. Priority Actions for the CCS 2024-30 will underpin the city centre workplan, progress will be reported annually. The City Centre Task Force (CCTF) will remain as the strategic body with oversight over the City Centre Strategy, with several thematic Sub-Groups reporting to it.

We will commence work on the refurbishment of George Square. The consultation on the proposal is now complete. A report was presented to the Economy, Housing, Transport and Regeneration committee which provided a final report on the design for George Square and an outline of the planned procurement and construction methodology.

Our focus on delivering on the Resource and Recycling Strategy 2020-30 will continue. Activities to deliver the action plan set out in the Resource and Recycling Strategy 2020-30 will progress. Some of these activities include the introduction of a Twin Stream Recycling Service and Communication Campaign, the introduction of Contamination and Bin Policies, the New Material Recovery Facility and Depot Re-development, the extension of Bin Hub Pilot for Flats and a wider review of service provision to flatted properties.

NRS will continue on the delivery of sustainable transport which will include further development of key work within the City Centre Transport Plan and progressing workstreams related to bus transport in Glasgow. Work is also underway on a collaborative approach to expanding the public electric vehicle charging infrastructure network across the 8 local authorities of Glasgow City Region. Work will continue to progress this towards a commercial delivery arrangement.

We will continue with our ambitious target of achieving a net zero Glasgow by 2030. The approved Carbon Management Plan 3 sets out a number of actions which will support the delivery of some of the key recommendations of the Climate Plan. The plan will ensure that the Council is leading by example as to how an organisation can reduce its own emissions and contribute to the wider net zero transition in Glasgow.

Work will also continue on the development of a Community Renewable Energy Framework. The aim of the Community Renewable Energy Framework is to support the increased generation of renewable energy from community-owned assets by identifying a portfolio of sites which are suitable for community-led renewable energy development.

A range of commitments will also be undertaken in progressing towards a net zero carbon city. This includes actions within the Local Biodiversity Action Plan 2018 – 2028 such as the development and mapping of Glasgow's Nature Network and designation of additional Local Nature Reserves.

George Gillespie

Executive Director, Neighbourhoods, Regeneration and Sustainability

SECTION 1: RESOURCES AND ORGANISATION



Neighbourhoods, Regeneration and Sustainability

Leadership and Senior Management Team Structure

August 2024



Executive Director
George Gillespie



Strategic HR Manager
Paul McGaulley



Director of City Operations
Andy Waddell



Divisional Director
Operations
Jenny O'Hagan



Divisional Director
Roads and Transportation
Martin Heath



Divisional Director
Finance, Governance and
Transformation
Alison Duffy



Divisional Director
Clyde Metro
Harjinder Gharyal



Divisional Director
Development and Regeneration
Ben Wilson



Divisional Director
Property and Housing
David McEwan



Head of Service
Recycling,
Streetscene
and Waste
Management
**David
McCulloch**



Head of Service
Community
Safety and
Regulatory
Services
Gary Walker



Head of Service
City Services,
Parks and
Major Events
Denise Hamilton



Head of Service
Transport
Planning and
Delivery
**Deborah
Paton**



Head of Service
Roads Asset
Management
**Christine
Francis**



Head of Service
Fleet Services
**Kenny
Markwick**



Head of Service
Business Support

Vacant



Head of Service
Planning
Sarah Shaw



Head of service
City Deal
**Jonathan
Brown**



Head of service
Infrastructure
and
Development
Programme
**Mandy Mac
Donald**



Head of Service
Building
Standards
and Public
Safety
**Raymond
Barlow**



Head of Service
Property
Asset
Management
**Stevie
Scott**



Head of Service
Consultancy
Services
**Alex
MacLean**



Head of Service
Housing
**Jennifer
Sheddan**



Head of Service
Sustainability
**Gavin
Slater**

Service Structure and Resources

NRS is structured around the functions of City Development and City Operations (as detailed below). These are supplemented by Finance, Governance and Transformation and Strategic HR functions. The structure also includes Clyde Metro. The table below lists service areas within each of the main function.

City Development	City Operations
<ul style="list-style-type: none">• City Deal• Sustainability• Infrastructure and Development Programme• Planning• Housing• Building Services• Consultancy Services• Property Asset Management	<ul style="list-style-type: none">• Community Safety and Regulatory Services• Parks and Major Events• Recycling, Streetscene and Waste Management• Roads Asset Management• Fleet Services• Transport, Planning and Delivery

Financial Resources

The table below shows NRS expenditure per service area.

Objective Analysis

2023/24 Annual Budget £	Expenditure	2024/25 Annual Budget £
166,018,800	Employee Costs	159,274,900
93,450,700	Premises Costs	105,276,600
21,178,700	Transport and Plant	21,564,300
105,514,300	Supplies and Services	108,841,800
70,042,300	Third Party Payments	76,315,400
41,000	Support	173,700
	Allocations	0
115,580,700	Transfer Payments	115,825,000
-9,152,900	Transfer to Capital	-9,152,900
335,200	Capital Financing Costs	139,200
563,008,800	Direct Departmental Expenditure	578,258,000
101,018,000	Central Charges	102,898,600
664,026,800	Total Expenditure	681,156,600
	2023/24 Final Outturn	£'m
	Net Expenditure	tbc
	Estimate	tbc
	Variance	tbc

Income

Subjective Analysis

2023/24		2024/25
Annual Budget	Expenditure	Annual Budget
£		£
121,578,200	Housing Investment	121,739,100
9,452,200	Planning and Building Standards	9,092,800
11,749,500	Consultancy Services	11,419,100
43,623,200	Roads Operations	56,540,200
971,200	Sustainability	969,300
81,003,400	Refuse Collection and Disposal	77,066,100
21,379,600	Streetscene	22,473,600
26,323,800	Parks and Open Spaces	25,371,200
24,162,800	Community Safety	23,216,200
11,761,000	Business Support	11,762,500
185,373,300	Property Asset Management	193,763,400
11,478,000	Regulatory	11,057,300
14,152,600	Transport	13,787,200
563,008,800	Direct Departmental Expenditure	578,258,000
101,018,000	Central Charges	102,898,600
664,026,800	Total Expenditure	681,156,600
	Income	
122,246,700	Housing Investment	122,609,700
6,817,700	Planning and Building Standards	6,817,700
8,700,600	Consultancy Services	8,700,600
58,884,000	Roads Operations	62,699,100
591,100	Sustainability	593,900
10,921,500	Refuse Collection and Disposal	11,648,600
114,100	Streetscene	114,400
10,533,800	Parks and Open Spaces	10,800,600
11,365,000	Community Safety	11,318,900
342,400	Business Support	343,200
122,456,600	Property Asset Management	129,872,400
3,748,800	Regulatory	3,652,900
13,707,700	Transport	13,721,100
370,430,000	Direct Departmental Income	382,893,100
192,578,800	Direct Departmental Net Expenditure to summary page ?	195,364,900
293,596,800	Net Expenditure	298,263,500
		4,666,700

SECTION 2: THE COUNCIL'S STRATEGIC COMMITMENTS

The Council's [Strategic Plan 2022 – 2027](#) was approved at [Glasgow City Council's](#) meeting on the 27th October 2022. It sets out the priority Grand Challenges, Missions and Commitments that will be delivered over the life of the plan. It also provides the basis for future budget and service planning and performance management and reporting.

The Council's vision is to:

‘support a fair and sustainable city where everyone gets to contribute and all can benefit from a flourishing Glasgow’.

This is underpinned by the councils' values as outlined in the [City Charter](#). Four Grand Challenges have been identified which inform what we do. The plan also sets out Missions which will be undertaken to meet the Grand Challenges and the Commitments required to progress the Missions.

The Grand Challenges are:

- Reduce poverty and inequality in our communities.
- Increase opportunity and prosperity for all our citizens.
- Fight the climate emergency in a just transition to a net zero Glasgow; and
- Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

NRS will have a substantial impact on progressing a range of actions within the following Grand Challenges.

- Fight the climate emergency in a just transition to a net zero Glasgow.

This Grand Challenge focuses on delivering sustainable transport and travel aligned with the city region and becoming a net zero carbon city by 2030.

Delivery of sustainable transport will include further development of key work within the [City Centre Transport Plan](#) and progressing [workstreams related to bus](#) in Glasgow. Work is also underway on a collaborative approach to [expanding the public electric vehicle charging infrastructure](#) network across the 8 local authorities of Glasgow City Region. Work will continue to progress this towards a commercial delivery arrangement.

A range of commitments will also be undertaken in progressing towards a net zero carbon city. This includes actions within the [Local Biodiversity Action Plan 2018 – 2028](#) such as the development and mapping of Glasgow's Nature Network and designation of additional Local Nature Reserves.

Work will also continue on the development of a [Community Renewable Energy Framework](#). The Framework aims to support the increased generation of renewable

energy from community-owned assets by identifying a portfolio of sites which are suitable for community-led renewable energy development.

The recently approved [Carbon Management Plan 3](#) sets out a number of actions which will help deliver some of the key recommendations of the Climate Plan. It will also ensure that the Council is leading by example as to how an organisation can reduce its own emissions and contribute to the wider net zero transition in Glasgow.

- Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

This Grand Challenge focuses on the creation of safe, clean and thriving neighbourhoods.

Responding to Glasgow's housing and homelessness pressures, through the [Glasgow Local Housing Strategy 2023 - 2028](#), will continue to be a central focus for 2024/25, including progressing the [Empty Homes](#) Action Plan. Work will also be undertaken with Registered Social Landlord partners and the Scottish Government to explore opportunities to secure investment and progress actions that will contribute towards alleviating housing pressures in the city.

Preparation of the new City Development Plan will also continue. The draft [City Development Plan 2 Evidence Report](#), including the Report of Engagement, has been presented to committee and will be submitted to the Scottish Government for the Gatecheck process.

The [City Centre Strategy 2024 – 2030](#) was recently approved at committee. Priority Actions for the CCS 2024-30 will underpin the city centre workplan, progress will be reported annually. The City Centre Task Force (CCTF) will remain as the strategic body with oversight over the City Centre Strategy, with a number of thematic Sub-Groups reporting to it. Work will also be continuing on the refurbishment of George Square. Consultation on the proposal has been completed and a report was presented to [Economy, Housing, Transport and Regeneration](#) committee which provided a final report on the design for George Square and an outline of the planned procurement and construction methodology.

Activities to deliver the action plan set out in the [Resource and Recycling Strategy 2020-30](#) will also progress this Grand Challenge. These include the introduction of a Twin stream Recycling Service and Communication Campaign, the introduction of Contamination and Bin Policies, the New Material Recovery Facility and Depot Re-development, the extension of Bin Hub Pilot for Flats and a wider Review of Service Provision to Flats.

[Appendix 2](#) provides information on the actions which will be undertaken to progress the commitments detailed in the Strategic Plan.

The Glasgow Community Plan

The [Glasgow Community Plan 2024 - 2034](#) was approved at [Glasgow Community Planning Partnership Strategic Partnership](#) on 13th February 2024. The priority local outcome of 'Reducing poverty and inequality in Glasgow's communities' has been agreed. To progress shared outcomes the Partnership has identified several Priority Enabler themes and NRS will have a role to play in the following theme:

- Developing good quality housing and neighbourhoods

Following approval of the plan, a Citywide Action Plan will be set which will detail actions partners will take. A number of enablers have also been identified by the Partnership which could unlock resources and opportunities to deliver improvements in family poverty outcomes. NRS will have an impact on the following identified enablers:

- Transport – Glasgow Transport Strategy
- Housing

More detailed information on specific actions will be available when the Citywide Action Plan has been agreed.

Revenue and Capital Budget – Revenue budget and capital investment

[Appendix 3](#) provides further information on revenue and capital budgets.

SECTION 3 OTHER SERVICE PRIORITIES

Over and above our Council Plan commitments, NRS will also be progressing a Service Priority which will have a substantial impact on the Council's fleet of vehicles. Tranman is a single integrated system that will replace many of the service's current systems and paper-based processes which are used to manage and maintain the Council's vehicle fleet. Included in the system are modules to manage vehicle assets, defects, scheduling of maintenance jobs, and parts stock and will also provide management reports.

The new system will reduce the amount of 'paper based' processes we have, centralise all the information on our fleet in one place and provide more accurate and easily accessible management information to allow us to deliver more efficient services and meet our legal requirements.

Staff Development/ Staff Engagement

Our focus remains on keeping pace with best practice and legislative changes which impact on work activities and to ensure that we have a highly skilled workforce, whilst our emphasis is always on promoting a health and safety culture in all that we do. In addition, training associated with The Bribery Act (2010) and Information Security remained mandatory.

Delivery of training increased following the Covid-19 Pandemic, with the Training Centre of Excellence actively promoting a range of training provision including Drivers Certificate of Professional Competence (CPC), various frontline operational training activities and Health & Safety Training.

Engagement with and support of the Modern Apprentices (MA) was also a prominent activity to ensure completion of learning frameworks and requirements associated with the diverse MA Programme. NRS is also seeking to develop and offer a Climate Ready MA Programme in recognition of the impact of climate change on the environment.

Two staff members were supported to start study for a BEng (Hons) in Civil Engineering at Glasgow Caledonian University and a staff member was supported to start study for a BA (Hon) in Business Management at the University of Strathclyde in September 2023 as part of the Graduate Apprenticeship Programme. A total of eleven other staff members are already studying for a BA (Hons) in Business Management with three due to complete in June 2024. One staff member successfully completed an Ordinary Degree in Business Management and another completed a BEng (Hons) in Civil Engineering in June 23.

A pilot programme, working in conjunction with Glasgow Clyde College, supporting career and succession planning was developed as part of the NRS People Managers programme in Roads and Technical Services, with the tools to deliver career conversations, personal development plans and training needs analysis. This will future proof the business critical workforce whilst engaging frontline staff in considering their career aspirations to engage in a career pathway in NRS. Securing a training provider is now underway via the procurement process with the expectation of identifying a provider and training dates in the coming months. In the interim, managers continue to have conversations with employees regarding individual training or personal development needs in relation to supporting their career development into business-critical roles. As a result, two staff members were supported in making application for and commencing study for BEng (Hons) Civil Engineering in September 2023 and it is hoped that a further staff member will do so in September 2025.

Further training and development opportunities associated with NRS People include:

- Managing with Compassion – a new workshop designed for NRS People Managers to develop a more supportive management style was delivered to over 80 managers.

- Over 300 staff completed the Succession Planning GOLD Course (online learning).
- 130 staff attended Succession Planning Workshops.
- 16 employees received Employability Training.

PCR

This is deemed a Service priority and will ensure NRS operates a consistent approach to maximise the contribution of staff through coaching and development.

Attendance Management

In terms of improving levels of attendance, NRS continued to comply with the Council's Maximising Attendance Policy and utilised the resources of the employee assistance provider, PAM Assist and the occupational health provider, People Asset Management. The delivery of a Wellness Action Plan (WAP) sessions via Teams was delivered in September and October 2023, to support managers engage with their employees. There is also a growing demand for innovative and proactive ways of managing our mental health at work. The WAPs are a personalised, practical tool we can all use – whether we have a mental health problem or not – to help identify what keeps us well at work, what causes us to become unwell, and how to address a mental health problem at work should an employee be experiencing one. It also opens a dialogue with the manager or supervisor, in order for them to better understand employee needs and experiences and ultimately better support their mental health. This in turn leads to greater productivity, better performance and increased job satisfaction.

My Portal Training sessions on Recording Absence were offered in October and November 2023 and sessions on Absence Reporting were offered in February 2024, to better inform and support managers.

A range of Health and Wellbeing Initiatives were offered both corporately and in Service to promote employee support, provision of information and healthier options and activities.

In addition, we continue to offer the flu vaccination programme to employees with 427 vouchers requested in the Autumn of 2023, despite continuing wider provision from the NHS (796 vouchers requested in 2022).

Health and Wellbeing Initiatives

The NRS People Project was launched in April 2022, aiming to improve work force engagement and make a real lasting change. The initial focus was on communication and employee engagement, supporting health and wellbeing and learning and career development opportunities for those who wanted them.

The Project aimed to effectively develop better employment experiences for colleagues in NRS, especially those on the frontline. There has been a considerable amount of work in the last few years which has focussed on developing better employment experiences for colleagues in NRS and whilst successes have been seen, it is recognised that additional work is required to ensure enduring change. The Pilot came to an end in March 2024 and the positive outputs are now seen as business as usual activities as we continue to embrace cultural shift.

Key highlights achieved so far: -

Communications and Engagement

- NRS People Website – the site can be accessed through personal devices <https://www.glasgow.gov.uk/NRSPeople> which now includes fingertip access to all employment support policies for ease and a variety of information.
- 2000 Depot staff receiving weekly updates through NRS TV.
- 53 staff engagement days across frontline services (that is a visit to an NRS site every 11 days).
- 1200 frontline staff who engaged at their workplace with “Smart Survey” and “What is NRS People”.

Health and Wellbeing

- Mini Health Surveillance Events - with a registered nurse checking BMI, blood pressure and cholesterol for over 110 staff at 10 work locations.
- Health and Wellbeing Roadshows - over 800 staff have attended events held at their work locations to hear how NRS can support them with their physical and mental health.
- Able Futures– service virtual appointment days available bimonthly, helping staff sign up for confidential workplace support.

- One Last Spin – Gambling Harms – 110 colleagues attended sessions at four work locations to raise awareness and provide support for staff struggling with gambling issues.
- Alcohol and Drug Awareness – sessions were held at 4 work locations and attended by 190 staff.
- Prostate Scotland provided information sessions – 94 staff attended.
- Menopause sessions were held at a number of work locations.
- SAMH expert mental health training – delivery of expert learning and advice on Managing Mental Health in the Workplace, Having the Mental Health Conversation and Introduction to Suicide Prevention.
- 32 Managers and 6 HR staff attended 2 days of training to become accredited Scottish Mental Health First Aiders.

Work-life balance

NRS supports the benefits of flexible working and acknowledges that it can help us improve service delivery and allows employees to balance life pressures with their work responsibilities. In addition, flexible retirement offers for those who are members of the Local Government Pension Scheme, aged 55 or over to draw pension benefits and at the same time, continue working on reduced hours and/or a lower grade. Within NRS there are 20 employees who have accessed Flexible Retirement and 209 who have a Work Life Balance arrangement in place.

SECTION 4: BENCHMARKING, INSPECTIONS AND EQUALITIES

Local Government Benchmarking Framework

The Local Government Benchmarking Framework (LGBF) is used by the Council to consider performance related to delivering Value for Money and by Audit Scotland to assess how the council is performing in delivering Best Value.

Neighbourhoods, Regeneration and Sustainability report on the following service areas:

- Culture and Learning – Parks and open spaces
- Environmental Services – Waste collection and disposal, street cleaning, roads, trading standard, environmental health, recycling and resident satisfaction rates
- Climate Change – CO2 emissions
- Economic Development and Planning – Planning applications and available economic land
- Corporate Services – Council operational buildings

A report was presented to the [Operational Performance and Delivery Scrutiny committee](#) on 10th April 2024. The report outlined information from the Local Government Benchmarking Framework. It presents high level data and insight which is designed to encourage further exploration of the variances against local strategic priorities. A more detailed analysis can be found on the Local Government Benchmarking Framework [website](#) and in the [National Benchmarking Overview Report 2022-23](#).

Below are some of NRS's key indicators highlighted in the report in the lowest eight nationally, with a note of some context and where appropriate, the actions being undertaken to understand and to address areas of improvement where required.

Key Indicators placed in the Lowest Eight (Quartile):

- Net cost of street cleaning per 1,000 population - The net cost of street cleaning per 1,000 is the 3rd highest in Scotland at £22.47 per person. Glasgow is actively reviewing the Street Cleaning cost and benchmarking other local authority models. Since 2018 there has been on-going investment in this area of business which impacted on cost, including:
 - Bin sensor technology – smart technology to give data on fill rates across pilot sites.
 - Bin Replacement Strategy to increase the capacity for waste and reduce collection rates.
 - Route optimisation technology for street sweepers allowing resources to be deployed where needed.
 - Closer working with Registered Social Landlords to explore partnership opportunities; and

- Planning for an integrated system with routing and mobile capabilities to modernise the delivery of streetscene service.
- % Of total household waste that is recycled - Currently Glasgow at 28% of all waste recycled; has the third lowest rate of recycling across all Councils. The average rate of recycling for Scotland is 43% of all waste.

Glasgow has an extremely challenging property demographic (70% high density) which impacts on the ability to introduce an effective recycling service. GCC has worked closely with Zero Waste Scotland over the last 2 years to improve the city's recycling rate across all property types. Kerbside properties are performing well (Est 45%). During 24/25 a new recycling service will be introduced to target additional materials and improve the quality of paper and card. This will be supported by the introduction of a contamination and bin policy along with an extensive education and training programme.

The recycling provision from high density properties is difficult due to a number of factors such as access and egress, containment space, participation and ownership resulting in a low recycling performance (<10%). This has a detrimental impact on the city wide rate. Over the next 3 years works are underway to improve the recycling provision across these property types by introducing a twin stream service to all properties.

In addition, £17.5m has been secured from the Recycling Improvement Fund to build and operate a new Material Recovery Facility (MRF). The MRF will process the new waste streams collected from the revised services which will both improve the quality and quantity of material recycled.

- Cost of Planning Per Application - Glasgow has highest cost per application at £9,517, with the Scottish average figure reported as £5,538. A fuller understanding of what figures were used to calculate the cost per planning application is required to ensure that accurate direct staff costs are attributed rather than a cost centre approach.

Heads of Planning Scotland has fed back to the Improvement Service that the LGBF measures don't provide comparable data to the Costing the Planning Service estimates of the cost of processing an application. In a recent Costing the Planning Service exercise, Glasgow sat in the median of planning authorities across Scotland for the cost of handling planning applications for residential applications and householder applications and major applications (non-residential) which was well below the Scottish average.

Other Benchmarking

The Association for Public Service Excellence (APSE) is a not for profit unincorporated association which maintains and develops a network of local government officers, managers and councillors from over 300 local authorities across England, Northern

Ireland, Scotland and Wales. It promotes excellence in the delivery of public services in areas such as waste and refuse collection, parks and environmental services, cemeteries and crematorium and environmental health. It also enables local authorities to share information and expertise and provides the opportunity to ask for advice and innovative solutions.

During 2023/24, NRS participated in performance networks for the reporting year 2022/23 for the following services:

- Refuse
- Parks
- Roads and Street Lighting
- Street Cleansing
- Cemeteries and Crematoria
- Environmental Health

Audit Inspection and Quality Standards

Scientific Services

[UKAS \(United Kingdom Accreditation Service\)](#) carries out an annual assessment visit of the Scientific Services laboratory for both Testing and Calibration services. The [annual assessment](#) is usually carried out in May. A surveillance visit was performed in May 2023 consisting of vertical audits of documentation from sample receipt to production of the final report, with extensive method test witnessing. The outcome of the assessment was that the laboratory could maintain its current scope of accreditation.

Food Safety

[Food Standards Scotland](#) carries out regular audits of the work undertaken by Environmental Health regarding Food Law enforcement in Glasgow. All food enforcement and surveillance activity are directly uploaded into the Food Standards Scotland's Scottish National Database (SND) on a weekly basis. The Food Standards Scotland Audit Assurance Team monitor the SND data to identify areas for future audit of local authorities. NRS were part of the current audit programme and were audited in November 2022. A report on the audit and the action plan was presented to the [Environment and Liveable Neighbourhoods](#) committee on 3rd October 2023 . There are three actions still being progressed and Food Standards Scotland are content with planned implementation.

Trading Standards

The Office for Product Safety and Standards carried out the audit of the local standards for weights and measures in September 2018. This is part of the process to establish the traceability of the local standards to the national measures and is carried out every 5 years. All metrological equipment is tested each year by staff from Scientific Services and where necessary adjusted and re-calibrated. A visit by OPSS regarding verification of local standards was carried out in October 2023. The majority of metrology equipment for GCC was last tested by staff from Scientific Services in November 2023, with the remainder of the testing being completed in January 2024.

Glasgow Green Flag Community Award

The Green Flag Award recognises and rewards well managed parks and green spaces. It also sets the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world. Any free to enter park or green space is eligible to apply and an application must be made each year to maintain Green Flag status. The winning parks in Glasgow in 2023 were:

- [Southern Necropolis](#)
- [Linn Park Wildlife Trail](#)
- [Glasgow Botanic Gardens](#)
- [Overnewton Park](#)

Street Cleansing

Keep Scotland Beautiful monitors issues such as litter, dog fouling, flytipping, flyposting and graffiti. In partnership with Scotland's local authorities, Keep Scotland Beautiful carries out annual local environmental quality surveys at a random selection of sites across Scotland every year. The approach used is called the Local Environmental Audit and Management System (or LEAMS) and the audits collect information on litter types and source. Alongside this, other indicators such as weeds, graffiti, flytipping and vandalism are also recorded to provide an overall picture of every site. Audits are also carried out by each local authority to provide independence and validation. Results from the audit are encompassed in the Local Government Benchmarking Framework.

Glasgow Household Survey

Glasgow City Council measures residents' views of local services and other aspects of life in the city via the Glasgow Household Survey (GHS). The Glasgow Household Survey 2023 details residents' satisfaction rates with council services including Parks, Recycling Centres, Street Lighting, Refuse Collection, Recycling Services, Street Cleaning and Roads and Pavement Maintenance within NRS. Further information was also gathered in 2023 on activity within the remit of NRS including transport and cycling, travelling to the city, flood management, parks and green spaces, climate emergency and hate crime and harassment. A summary of the Glasgow Household Survey 2023 was presented to the Operational Performance Delivery and Scrutiny committee in September 2023.

Equalities

Following engagement with stakeholders, a range of research gathering and extensive consultation, the Council Family developed a new set of Equality Outcomes for 2021 – 2025 which were approved by City Administration Committee on 22 April 2021.

NRS leads on or supports the following outcomes in the 2021-25 Equality Outcomes plan (Further detail on these Equality Outcomes can be found [here](#)):

- **Outcome 1**

An increased proportion of women, black and minority ethnic people, younger people, disabled people and LGBTI+ are supported to enter employment or training.

Planned activity 24/25

- Work to deliver sustainable transport infrastructure and services in the city is progressing which supports travel for all. Planned activity in the coming year includes continued delivery of active travel infrastructure, production of a new Staff Travel Plan for Glasgow City Council staff, enhanced secure cycle storage units in the city following the award of a new contract in 2024, continued progress in developing the Liveable Neighbourhoods programme and continued delivery of the Avenues programme under Glasgow City Region City Deal.

- **Outcome 2**

Disabled people, black and minority ethnic people and older people have an improved experience in accessing services that meet their needs through more regular and systematic involvement in design of service delivery across the Council Family.

Planned activity 24/25

- Following the completion of a city centre accessibility audit in 2023/24, work is ongoing to deliver accessibility enhancements where possible through committed projects, maintenance programmes and new projects subject to funding.

- **Outcome 4**

Glasgow's work to end violence against women and girls results in:

- women and girls can access the right services based on identified need and are protected from further harm
- experiences of women and girls inform the planning and activity to eradicate gender-based violence
- prevention approaches support tackling the root causes of violence against women and girls.

Planned activity 24/25

- Work is ongoing to develop a gender-sensitive approach to planning in the city, supported by a cross-party Feminist Urbanism Working Group.
- NRS Violence Against Women (VAW) services are working collaboratively with the HSCP on the HSCP Domestic Abuse strategy and action plan with a view to prioritising actions and activity. NRS VAW Services contribute to Working with men HSCP working group.
- NRS VAW Services have been involved in supporting GHSCP Homelessness Services further developing their responses to victims of domestic abuse.
- Front line VAW Service are in process of agreeing to sign up to No Wrong Door

- **Outcome 5**

LGBTI+, disabled, religious, faith and black and minority ethnic people have increased confidence to report hate crime through our work with partners to:

- prevent hate crime before it happens
- encourage people to report hate crime when it happens
- improve service responses to victims.

Planned Activity 24/25

- Glasgow Hate Crime Working Group - campaign, "Glasgow is my city, there is no place for hate."
- Review of third party reporting and development of public awareness in progress.
- The Development of a pathway for victims of hate crime that highlights how people can report, what happens after they do so and support available in the community in development

- **Outcome 6**

The importance of tackling social isolation and loneliness is recognised and prioritised through our work with partners.

Planned Activity 24/25

- Work will continue to deliver sustainable transport infrastructure and projects in the city, which creates inclusive environments for all including those without access to a car or who need access to public transport, safer environments to walk, wheel and cycle in, to support travel for wider social outcomes.

Associated priority actions are detailed within the [Equality Outcome Service Delivery Action Plan](#).

Equality Impact Assessments (EqIAs) 2023/24

EqIAs are used to assess the impact of existing or new council policies or services on groups of citizens falling within the definition of protected characteristics. This ensures that we do not discriminate against any particular group and that particular needs are fully recognised and taken into account in our planning.

EqIA screenings are carried out on significant policies, strategies, projects, budget options and reports to Committee.

The following EqIAs were carried out in 2023/24:

- Sauchiehall Street Precinct Avenue NRS [523kb]
- St Georges Road, Charing Cross (TM&PC) Order 202 NRS [342kb]
- Raeberry Street - North Carriageway (Stopping Up) Order 202 NRS [249kb]
- Mount Street, Simpson Street (TR&PC) Order 20 NRS [245kb]

- Glasgow's Local Housing Strategy 2023 to 2028 NRS [368kb]
- PRW Streamline Review Variation No1 [191kb]
- CCTRO v39 Bothwell Street NRS [194kb]
- North East Active Travel Routes - Phase 1 [290kb]
- Revision of a tariff structure to support the development of the electric vehicle charge (EV) network [194kb]
- Red Broomfield Balornock Wallacewell Northgate Roads TRO [225kb]
- Wallacewell Northern Service Road and Balornock Service Road RDO [231kb]
- City Centre Strategy 2024-2030 [127kb]
- The Glasgow City Council (Yorkhill)(Traffic Management and Parking Control) Order 2015 (Variation No4)(Yorkhill Area and Radnor Street) Order 202_ [246kb]
- CED Hope St Bus Stop Improvements Phase 1 [192kb]

Planned 2024/25 EqlAs

There are a number of EqlAs planned for 2024/25 including:

- City Deal Clyde Collegelands Calton Barras; Meat Market Wellpark Link Project
- Easter Queenslie Redevelopment (tender acceptance)
- Community Renewable Energy Fund
- Updated Climate Plan
- Updated Circular Economy Routemap
- Union Street greening.
- Hielanman's Umbrella Lighting Project
- Dressing the City
- Townhead Greening
- Avenues Programme Full Business Case and Procurement Approvals
- Metropolitan Glasgow Strategic Drainage Partnership (MGSDP): Eastern Springburn Surface Water Management Plan
- Sustainability & Biodiversity Guidance
- Glasgow Violence Against Women & Girls Strategy
- Workplace Parking Licencing Scheme
- Bin Hub installation for high Density areas
- Increase recycling (Twin Stream) roll out in High Density areas.
- Reconfiguration of Household waste recycling centres
- Review of Street litter bins within the city centre

Consultations

During 23/24, NRS either started or completed the following public consultations:

- Draft Local Housing Strategy 2023 to 2028
- North Woodside Road Consultation
- Connecting Yorkhill and Kelvingrove
- A Just transition for Glasgow
- Duke Street / John Knox Street Consultation Glasgow Avenues Plus

- Your Citizen Voice – Ideas in Pollok
- Your Citizen Voice – Ideas in Calton
- Drumchapel Local Development Framework
- Cycling and Urban Sports strategy
- Busking in Public Spaces
- Development Plan Scheme Participation Invitation
- Glasgow Local Heat and Energy Efficiency Strategy
- Glasgow Transport Strategy – Spatial Delivery Framework
- Connecting Woodside – Phase 2 (St George’s Road)
- Allotment Rules and Regulations
- Traffic Regulation Order (TRO)
 - Riverside and Merchant City
 - Yorkhill Area and Randor Street
- Glasgow City Centre Strategy 2024 – 20230
- My Neighbourhood, My City – Place Standard Survey
- Greater Pollok Local Development Framework
- Supplementary Guidance SG6 : Green Belt and Green Network
- Non Statutory Planning Guidance – Large Scale Co-Living
- Supplementary Guidance SG12: Delivering Development
- Greater Easterhouse Strategic Development Framework
- Draft Forestry and Woodland Strategy
- Draft Glasgow Air Quality Action Plan
- Traditional Skills Audit
- Connecting Woodside – North Woodside Road (Outdoor Public Space)
- Play Sufficiency Assessment
- Connecting Yorkhill and Kelvingrove
- Liveable Neighbourhoods: Yorkhill to Anderston
- Flourishing Molendinar

Further information on consultations can be found [here](#).

SECTION 5: COMMUNICATION AND ENGAGEMENT

NRS ASPIR will be made available on the dedicated Service web page. Members of the public who wish to contact the Service in relation to the content of the plan can do so by email. All requests will be directed to the appropriate member of staff within the Service who can respond to the request. All requests will be responded to within 28 working days of the initial request for information.

Contact details of how to contact us in relation to the ASPIR process or any information contained within the document can be made by emailing the NRS communication inbox. Details are in [Appendix 4](#) of this report.

APPENDIX 1: NRS STAFF STRUCTURE (April 2024)

The table below details NRS staff structure by Grade, Gender, Ethnicity and Disability.

Grade(s) (FTE)	MALE		FEMALE		WHITE		ETHNIC MINORITY		DISABILITY		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1 to 4	1,713	52.3%	130	4.0%	1,393	42.6%	12	0.4%	64	2.0%	1,843	56.3%
5 to 7	662	20.2%	251	7.7%	777	23.7%	29	0.9%	31	0.9%	913	27.9%
8	72	2.2%	36	1.1%	91	2.8%	2	0.1%	2	0.1%	108	3.3%
9 to 14	47	1.4%	20	0.6%	58	1.8%	1	0.0%	0	0.0%	67	2.0%
Previously CSG Inclusive of Apprentices	183	5.6%	159	4.9%	262	8.0%	13	0.4%	29	0.9%	342	10.4%
Totals	2,677	81.8%	596	18.2%	2,581	78.9%	57	1.7%	126	3.8%	3,273	100.0%
Ethnicity Not Declared											635	19.4%

APPENDIX 2: STRATEGIC PLAN PRIORITIES – COMMITMENTS FOR 2024/25

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens		
MISSION 2: Support the growth of an innovative, resilient, and net zero carbon economy		
Commitment 1: Support work locally and at city region level to roll out a large-scale programme of Home Energy Retrofit, supporting decarbonised and more efficient home energy across the city region, including in pre-1919 stock and working to maximise local impact for residents and small businesses.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Lay foundations to produce Glasgow's first Housing Retrofit Strategy & Delivery Plan, including technical design specifications/standards.	Quarterly progress report. Draft Position Statement by Q4.	Continue evidence gathering and analysis to inform strategy: strategic context, stock profile, retrofit needs assessment, retrofit interventions (fabric and clean heat), retrofit costs, finance and funding, retrofit delivery mechanisms/action plan. Continue stakeholder engagement and maintenance of key partnership structures including Retrofit Advisory Group (RAG), Sustainable Glasgow: Heating and Housing Hub (SG:HHH), GCRHR and Local Heat Energy Efficiency Strategies (LHEES).
Expand the Housing Retrofit Research Programme to collate existing and test new retrofit approaches that will inform the strategy. Prioritise pilots for pre-1919 tenements.	Summary research findings report by Q4.	In collaboration with RAG, continue to expand research projects and develop building energy performance modelling and monitoring method. Share results widely.
Explore the opportunity to bring forward a heat pump accelerator programme via cross-sector collaboration.	Concept paper and one pathfinder established by end Q2. Outline plan and programme by Q4 with other pathfinders.	Liaise via SG:HHH, GCC (LHEES) and GCC Affordable Warmth to identify concept and monitored pathfinder projects.

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens		
MISSION 2: Support the growth of an innovative, resilient, and net zero carbon economy		
Commitment 2: Implement the City Centre Recovery Plan and develop a new City Centre Strategy which considers structural issues, supports small businesses, considers packages of support and encourages positive strategic development of sites to deliver place-making, sympathetic development, and improved public realm.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
This commitment is complete. The City Centre Recovery Plan was superseded by the new City Centre Strategy which was approved by City Administration Committee on 21/03/24.		
Commitment 4: Undertake an evidence-based review and develop a business case for consideration on Workplace Parking Licensing, with any potential revenues to be invested fully in sustainable transport projects within the city, and review options around road user charging and at-city boundary congestion charging models.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Develop Workplace Parking Licensing (WPL) scheme, present to GCC Elected Members for decision on whether to proceed.	Present scheme to Economy Housing Transport and Regeneration committee by December 2024 and potentially to City Administration Committee.	Work with consultants to engage stakeholders, assist with business case updates and development of scheme. Present scheme to elected members at Economy, Housing, Transport and Regeneration committee.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Commitment 1: Work in partnership with Transport Scotland, Energy Savings Trust and Office for Zero Emission Vehicles to deliver the fleet strategy objectives of decarbonising the fleet, transitioning to zero emissions vehicles by 2030, and identify opportunities for modal shift within journeys.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Review data analytics and produce a monthly analysis of fleet usage to support services with opportunities for better use of fleet.	Provide a quarterly report of areas where fleet can be reduced or shared better, identifying actions taken and benefits achieved by March 2025.	Complete installation of telematics in the fleet. Monthly review of telematics. Using data actively, work with services to use fleet

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
		more efficiently and effectively and reduce size where possible.
Conduct a strategic review of all vehicles in the Council fleet to identify vehicles that should be replaced to improve safety, lower costs and improve air quality/ lower emissions.	Produce a quarterly report, that feeds into reporting presented to the Fleet Strategy Executive Board, to identify funding requirements for fleet replacement by March 2025.	Carry out fleet analysis to review where efficiencies can be achieved, safety improved and emissions lowered. Seek funding to replace aged and expensive fleet and undertake commensurate Corporate Procurement Unit (CPU) activities to replace assets.
Increase the volume of fleet Electric Vehicle (EV) charging infrastructure to support the continued implementation of EVs and the fleet transition to a zero emission status.	Review progress and Electric Vehicle Charging Infrastructure (EVCI) installation against the master EVCI plan by March 2025.	Survey of estate linked to the fleet Electric Vehicle Replacement Plan. Engage with depot and property teams and link in with utility Distribution Network Operators for installation of new EVCI.
Develop an EV procurement plan and undertake commensurate CPU activity to introduce new EV fleet to support the Council's climate change targets and transition to a zero emissions fleet.	Quarterly review of progress achieved through active engagement with CPU by March 2025.	Procurement of new EV fleet.
Commitment 2: Building on our Glasgow Transport Strategy policy framework, create a new Parking Plan to reduce car parking spaces and extend controlled parking zones.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Review outline Parking Plan document from consultant and publish final plan on GCC website	Parking Plan published and available on GCC website by September 24.	Review Parking Plan and finalise the document.
Draft a Parking Plan Delivery Plan and publish final plan on GCC website	Draft Delivery Plan complete by December 2024	Draft a Parking Plan Delivery Plan

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
	Parking Plan Delivery Plan published and available on GCC website by September 24.	Publish the Parking Plan Delivery Plan.
Continue roll-out of parking projects in line with new Parking Plan.	TRO Process complete by end of September 2024 (subject to objections). Implement Event Day Parking Zones around Celtic Park and Ibrox Stadia by December 2024. Scheme to go-live by February 2025 (subject to objections).	Complete TRO process. Implement Event Day Parking Zones around Celtic Park and Ibrox Stadia. Scheme live.
	Project team in place by October 2024. Commence the proposing of parking measures across the Southside of Glasgow by October 2024.	Establish project team and commence proposing of parking measures across the Southside of Glasgow by October 2024.
	Local community engagement within identified areas (Pollokshields East, Govanhill, Shawlands, Langside, Battlefield) complete by January 2025.	Undertake local community engagement within identified areas (Pollokshields East, Govanhill, Shawlands, Langside, Battlefield).
Commitment 3: Via implementation of the Glasgow Transport Strategy Policy Framework, work to reduce car vehicle kilometres travelled in the city by at least 30 per cent by 2030.		

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Develop Glasgow Transport Strategy (GTS) Delivery Plan & monitoring update.	Present GTS Delivery Plan & monitoring update to Economy Housing Transport and Regeneration committee by December 2024.	Develop a GTS Delivery Plan and monitoring update.
Commitment 4: Deliver the wide-ranging City Centre Transport Plan, including support for an integrated sustainable transport network to help people get to and about the city centre, a new People-First Zone to restrict private vehicle through traffic in a city centre core, and scoping feasibility and developing options for a free electric shuttle bus in the city centre.		
Progress the feasibility work on People First Zone.	Complete RIBA Stage 2 Concept Works and present to Economy Housing Transport and Regeneration committee (EHTR) in April 2024.	Explore funding opportunities to take scheme forward.
Finalise options report for a free electric shuttle bus in the city centre.	Present free electric shuttle options research to Economy Housing Transport and Regeneration in April 2024.	Explore funding opportunities.
Commitment 5: Deliver the bus governance route map, exploring greater public control of bus services for Glasgow, utilising new powers from the Scottish Government.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue to work with Strathclyde Passenger Transport (SPT) following the publication of the Strathclyde Regional Bus Strategy business case and bus governance options appraisal in early 2024.	Provide feedback on the Strathclyde Regional Bus Strategy (SRBS) Options Appraisal Consultation in May 2024 (via City Administration Committee).	Continue to work with SPT following the publication of the Strathclyde Regional Bus Strategy business case and bus governance options appraisal in early 2024.
Progress exploratory discussions in Bus Service Improvement Plan (BSIP) as per routemap and continue to seek	Scope BSIP via the Glasgow Bus Partnership in 24/25.	Continue to develop BSIP subject to publication of guidance by Transport Scotland, working with Glasgow City Region Bus Partnership.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
<p>funding for the bus governance routemap actions where not covered by SPT Strathclyde Regional Bus Strategy work.</p>		<p>Seek funding to explore a BSIP via the Community Bus Fund.</p>
<p>Commitment 6: Commission research on and explore options to reduce the impact of the M8 on the city centre, and review opportunities to re-engineer other roads infrastructure to become more people-friendly including options for long-term replacement.</p>		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
<p>Meet with Transport Scotland annually to discuss the options to reduce the impact of the M8 on the city centre.</p> <p>Explore funding opportunities for research.</p>	<p>Present internal M8 Action Plan to April Economy Housing Transport and Regeneration Committee.</p> <p>2024 Progress Meeting with Transport Scotland held by Q2.</p>	<p>Meet with Transport Scotland annually to discuss the options to reduce the impact of the M8 on the city centre.</p> <p>Explore funding opportunities for research.</p>
<p>Commitment 7: Support the development of business cases for the Clyde Metro project, using this as an opportunity to deliver fully integrated sustainable public transport in the Glasgow City Region and with a view to meaningfully connecting the most disadvantaged and under-served communities.</p>		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
<p>Review the programme governance arrangements across partners ensuring they are fit for purpose for the current stage.</p>	<p>Deliver an agreed and signed Memorandum of Understanding (MoU) with partners to deliver CFI outputs (March 2025).</p> <p>Establish Local Authority Senior Officers Group (March 2025).</p>	<p>Progress meetings with legal and finance teams across partners to progress approach to develop MoU.</p> <p>Seek nominations for Local Authority Senior Officers and establish terms of reference.</p> <p>Define approach to support programme governance review.</p>

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
	<p>Undertake review of current and future stage programme governance requirements (March 2025).</p> <p>Establish a Programme Assurance strategy. (March 2025).</p>	<p>Undertake resource planning requirement assessments across programme.</p>
<p>Appoint consultancy partners to progress business case development work.</p>	<p>Appoint and onboard stage 1 consultants (March 2025).</p> <p>Dedicated Clyde Metro Procurement framework established and approved for use (March 2025).</p> <p>Stage 2 commissions tendered and awarded in line with programme schedule (March 2025).</p>	<p>Undertake tender submission evaluations and confirm contract awards for stage 1.</p> <p>Establish stage 1 inception meetings and regular progress reviews during commissions.</p> <p>Undertake tender evaluations for appointed suppliers on to framework lots.</p> <p>Scope out stage 2 commissions and define detailed specifications.</p>
<p>Progress key deliverables in line with agreed and resourced Programme Plan.</p>	<p>Programme plan schedule with stage gate reviews defined (March 2025).</p> <p>Establish a Programme Communications strategy (March 2025)</p>	<p>Progress/ support the key task deliverables from stage 1a covering Case for Change, Network Review, Mode Review, Option Generation & Development and Engagement & Consultation.</p> <p>Progress / support the key task deliverables from stage 1b following inception meeting.</p>

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
	<p>Establish a Stakeholder engagement strategy (March 2025).</p> <p>Deliver programme progress/update reports to Project Board, Steering Group, Glasgow City Region Cabinet and Local Authorities committees (March 2025).</p>	<p>Establish detailed integrated programme approach and plan.</p> <p>Map out reporting timetable to various groups.</p>
<p>Commitment 9: Ensure that planning guidance takes adequately into account climate, air quality and congestion impacts in determining planning applications for traffic intensive developments such as drive-through restaurants, and if necessary produce amended supplementary planning guidance</p>		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
<p>Continue with work on the Evidence report for the new Local Development Plan.</p>	<p>Report Evidence Report to Economy, Housing, Transport and Regeneration on 23rd April 2024, City Administration Committee on 6th June 2024 and full council on 27th June 2024</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>
<p>Prepare with the Scottish Government DPEA for the Gatecheck process.</p>	<p>Obtain approval from the Scottish Government through the Gatecheck process to enter proposed plan stage.</p> <p>Full timescales for this process are detailed in City</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>

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
	Development Plan 2 Information hub timeline .	
Commitment 11: Continue to deliver on our commitment to a 20mph cityside speed limit and design streets that naturally reduce speeding. Explore ways to take stronger action on pavement and other illegal parking, and on idling vehicles.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Design and prioritise <u>20mph zones</u> .	Identification of zone based on casualty statistics. Complete Asset Inventory. Completion of Equality Impact Assessment.	Appointment of Consultant to undertake design and associated tasks.
Commence Speed Limit Order.	Begin Statutory Consultation, have first draft complete and start Comms.	First draft of Speed Limit Order complete.
Procurement of materials (signs & poles).	Identify number of pole and signs required and procurement route.	Sign and pole schedule prepared and discussions have begun with procurement and order materials.
Appointment of Contractor(s) for installation of signs & poles.	Discussions with procurement complete, begin process to appoint contractors.	Concluded discussions with procurement and start appointing contractors.
Appointment of Road Markings Contractor(s).	Discussions with procurement complete, begin process to appoint contractors.	Concluded discussions with procurement and start appointing contractors.
Works programmed.	Have the contractors appointed and the programme of works agreed.	Programme agreed and funding in place for installation.
Commitment 12: Increase affordable cycle storage across the city.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Complete Invitation to Tender (ITT).	Contract published on Public Contracts Scotland by March/April 2024.	ITT published March 2024, due to close April 2024.
Assess Tenders & Appoint Supplier.	Tenders assessed by May 2024. Contractor appointed by June 2024.	Assess tender and appoint contractor.
Commence installation of a minimum of 120 new units within the first 12 months of contract award.	Commence installation of 120 new units by August/ Sept 2024.	Work with contractor to install new shelters.
Commitment 13: Expand Nextbike and car-sharing scheme.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Procure a new bikeshare contract to continue the success of the scheme.	Contract awarded and new installations over the lifespan of the contract.	Prepare ITT, soft market testing, publication of ITT, assessment of tenders, contract award and continuation of scheme.
Continue to expand Car Club usage and availability across Glasgow.	Increase Vehicle hires to over 12894 by March 2025.	Increasing on street presence of Car Club through relining of bays and signage for promotion, exploration of inclusion of Car Club within new development travel planning/transport assessments.
Commitment 14: Invest in footway and carriageway maintenance, continuing to move towards longer-term roads and pavements solutions.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Deliver £3.1m footway and £9.74m carriageway programmes in accordance with asset management and road safety inspection and repair policy.	1. Scheme selection 2. Statutory Noticing; 3. Contract procurement; 4. Finalise programme; 5. Programme delivery 6. Financial monitoring.	Footway and carriageway maintenance works - Deliver 55 + Footway resurfacing and 139 Carriageway resurfacing schemes.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
	Completion by 31st March 2025.	
Commitment 15: Invest in pedestrian crossings to bring them up to fully accessible standards to improve accessibility and encourage greater pedestrian priority.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Identify potential schemes for 2024 / 2025.	Prioritise aged sites / sites without tactile cones or paving and produce a programme of works.	Complete Design works.
Produce traffic signal designs.	Start design of junctions & pedestrian crossings to be upgraded.	Complete design & modelling works (where required).
Obtain estimates and agree programme with the traffic signal maintenance contractor (Yunex).	Have all schemes designed, estimated and planned by Nov 2024.	Complete estimates, programme works in accordance with capital budget.
Consult with (where required) other internal departments, disability groups and elected members.	Programme all works and complete notices within required timescales.	Manage any consultation via the programme (as and when required).
Agree start dates and submit notices for the road works register.	Programme all works and complete notices within required timescales.	Manage notices via the works programme and regular meetings.
Delivery and completion of upgrade programme.	All works complete by the end of March 2025.	Monitor programme to ensure compliance.
Commitment 16: Identify new options for enforcement and quality control of contractors working on public roads.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Complete training across NRS teams on the app.	Deliver training scheduled completion is 30th September 2024.	Complete training to all NRS teams who undertake works on road network.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Review structure of service with aim to increase number of inspectors.	Finalise recruitment of additional inspector. Completed 24/25.	Prepare and present new structure for road works to include more inspectors to issue penalty charges for works not complying with regulations. Recruit.
Commitment 17: Deliver the city's Active Travel Strategy, working towards delivery of a comprehensive City Network of active travel infrastructure to support modal shift.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
City Network Phase 1 - Inner North and Inner South.	RIBA Stage 2 - Design Stage of the City Network - Inner North and Inner South. Due for March 2025.	Complete Design appraisals, engagement and preliminary designs for the Inner North and South City Network.
City Network Phase 1 – Govan.	RIBA Stage 3-4 – Developed Design of Govan City Network by March 2025.	RIBA Stage 3-4 – Developed Design of Govan City Network.
City Network Phase 2 - Inner East.	RIBA Stage 1 - 2 - Design Stage of the City Network. Grant subject to successful funding application. Announcement date unknown but expected by end of Q2.	Arrange procurement through CPU. Expected start in autumn. Stage 1 to March 25.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
NCN7 Glasgow West.	RIBA Stage 3-4 - Developed & technical design stage of the City Network. Subject to successful funding application. Submission date 16th May. Announcement date unknown but expected by end of Q2. To be delivered through internal resources.	Developed design. Engagement. Technical design.
Commitment 18: Continue to champion affordable, and increasingly free, public transport		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Transport Scotland's Fair Fares Review has indicated that they will develop a proposal for a bus flat fares pilot for an area-based scheme to provide flat fares on bus travel, or reduced fares on zonal integrated travel for consideration in future budgets. GCC to advocate in writing to Transport Scotland for Glasgow to be considered.	Write to Transport Scotland to request that Glasgow be considered for flat fares pilot.	Transport Scotland have been written to and further progress is subject to funding.
Commitment 19: Support the development of business cases for the reopening of former rail stations or the establishment of new stations and engage with relevant authorities to advance this agenda.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Explore the reopening of former or any new rail stations with the Metro project to ensure alignment.	No short term milestones as development of Clyde Metro is continuing.	No short term activity as development of Clyde Metro is continuing.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Commitment 20: Ensure planning policy supports development in areas with good links to the public transport system and active travel routes.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
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 Committee on 6th June 2024 and full council on 27th June 2024	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee. Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.
Prepare with the Scottish Government DPEA for the Gatecheck process.	Obtain approval from the Scottish Government through the Gatecheck process to enter proposed plan stage. Full timescales for this process are detailed in City Development Plan 2 Information hub timeline .	Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes.
Commitment 21: Take an equalities approach to transport infrastructure maintenance.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Assessment of traffic signal facilities to identify improvements for pedestrian users who have accessibility issues. (Installation of tactiles cones, tactile paving & dropped kerbs)	Prioritise sites without tactile cones, tactile paving or dropped kerbs and produce a programme of works.	Complete Design works.
Assessment of traffic signal facilities to identify improvements for pedestrian	Prioritise sites with a high foot, city centre location, close to transport hubs or attractions.	Complete Design works.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
users who have accessibility issues (smart cross touchless push button)		
Work with the people first zone team to improve waiting times at crossing facilities and to identify new technology to make improvements for pedestrians who have accessibility issues.	Prioritise sites with a high foot, city centre location, close to transport hubs or attractions.	Complete Design works.
Continue to work with partners to improve bus journey times on strategic routes and identify new technology to enhance journeys and make improvements for both pedestrians and public transport.	Prioritise sites requested from bus operators.	Complete Design works.
Commitment 23. Advocate for extended opening hours including later opening on Sundays and to better serve shift workers and the night-time economy.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
This is within the domain of Strathclyde Passenger Transport (SPT). GCC have advocated this action within the Glasgow Transport Strategy Policy Framework.	This is within the domain of SPT. GCC have advocated this action within the Glasgow Transport Strategy Policy Framework	This is within the domain of SPT. GCC have advocated this action within the Glasgow Transport Strategy Policy Framework.
Commitment 24: Extend bus lanes and hours and consider options for remote enforcement.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Strategic Bus Partnership Funding has been withdrawn this year therefore work on improving the 5 main bus corridors agreed with bus operators has been suspended.	Milestones - To be agreed.	Planned Activity - To be agreed. NOTE - Revised ToRs for the Glasgow Bus Partnership are being agreed to operate from September 2024 when strategic approaches to passenger safety, enforcement and operations can be actioned.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
At this time, it is not possible to legally enforce parking infringements using camera technology. This would require a change to primary legislation. It is therefore recommended that local politicians should lobby Scottish Government for such a change.	Milestones - To be agreed.	Lobby Scottish Parliament to make a change in primary legislation that would permit parking enforcement using camera technology.
Commitment 25: Work with partners in the Bus Partnership to ensure buses meet more people's needs.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
With the pause in the Bus Partnership & Strathclyde Passenger Transport (SPT) Funding GCC will continue to explore funding opportunities for bus infrastructure, particularly linked to active travel projects. Continue to work productively with partners through the Glasgow City Region Bus Partnership.	No milestones as Bus Partnership Fund paused and other work covered under commitments 5 and 18.	With the pause in the Bus Partnership & SPT Funding GCC will continue to explore funding opportunities for bus infrastructure, particularly linked to active travel projects. Continue to work productively with partners through the Glasgow City Region Bus Partnership.
Commitment 26. Work with partners at national and regional level to support reform of regional transport governance, advocating for a properly resourced and empowered regional transport governance framework at the city region level		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Await re-commencement of the national review of transport governance being conducted by Transport Scotland. Work with Strathclyde Partnership Transport (SPT) and neighbouring local authorities in short-life regional working group on transport governance as per	Participate in SPT RTS-related short life working group on transport governance, reporting autumn 2024	Await re-commencement of the national review of transport governance being conducted by Transport Scotland. Work with SPT and neighbouring local authorities in short-life regional working group on transport governance as per SPT Regional Transport Strategy.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
SPT Regional Transport Strategy (RTS).		
Commitment 28. Support the delivery of integrated, tap in/out ticketing across different transport modes and providers.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue to raise this via Glasgow City Region Bus Partnership & encourage wider roll-out of tap on/tap off ticketing though this is not within GCC's control. Continue to encourage Strathclyde Passenger Transport (SPT) to complete Zonocard modernisation process though this is not within GCC's control.	SPT Zonocard modernisation expected to launch new ticketing products later in 2024	Continue to raise this via Glasgow City Region Bus Partnership & encourage wider roll-out of tap on/tap off ticketing though this is not within GCC's control. Continue to encourage SPT to complete Zonocard modernisation process though this is not within GCC's control.
Commitment 29: Engage with Strathclyde Partnership for Transport (SPT) to support the introduction of a 'guide to using Glasgow buses' sign at every bus stop.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue to engage with SPT about options for introducing 'a guide to using Glasgow buses'.	March 2025	Arrange meeting with SPT to discuss available options for introducing 'a guide to using Glasgow buses'.
Commitment 30. Work with the bus sector to promote safety and improve reporting of harassment, and work on ways to enable remote enforcement so that cameras can be used on buses to identify illegal parking in bus lanes, on footways and on active travel routes.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Establish a Bus Co-ordination Group creating a direct line of communication between bus operators and GCC staff.	Bus Co-ordination Group established by May 2024.	Bus Co-ordination Group has been established and is meeting monthly.
Improve lining and signing on two major bus routes to improve	Paisley Road West complete by mid-August 2024.	Complete re-lining of Paisley Road West and Pollokshaws Road.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
enforcement and reduce delays on the routes.	Pollokshaws Road complete by mid-September 2024.	
Commitment 31: Work with transport operators, SPT and other partners to promote safety and personal security, improve reporting of harassment and tackle crime and antisocial behaviour across the city transport network.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue to work with the above groups to promote safety and personal security across the transport networks.	Engage with Police Scotland Safer Communities and British Transport Police – March 2025.	Continue to engage with Police Scotland Safer Communities and British Transport Police and the Glasgow City Region Bus Partnership.
Commitment 32: Work with the bus sector and partners including SPT to explore ways to enable remote enforcement so that cameras can be used on buses to identify illegal parking in bus lanes, on footways and on active travel routes.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
At this time, it is not possible to legally enforce parking infringements using camera technology. This would require a change to primary legislation. It is therefore recommended that local politicians should lobby Scottish Government for such a change.	Milestones - To be agreed.	Lobby Scottish Parliament to make a change in primary legislation that would permit parking enforcement using camera technology.
Establish a reporting system to allow bus operators to directly report illegal parking on bus lanes.	Bus Co-ordination Group established May 2024.	Implement enhanced co-ordination and communication with bus drivers to address illegal parking on routes quickly.
Improve bus journey times.	Work with bus operators to provide dedicated enforcement officers for a 3-month trial period to assess the impact of enhanced enforcement on bus journey times. Completion by Dec 2024	Upgrade signing and lining on selected routes. Carry out baseline studies. Implement enhanced enforcement. Re-assess bus journey times and report.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Commitment 1: Invest in more Council-owned renewable energy generation, including solar and wind energy, and support the development of green hydrogen		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Solar PV phase 1 to include installation of solar PV arrays on Glasgow City Council buildings.	November 2024	Completed designs including technical specifications, grid connections, and installation approach. Commence installation works. Complete installations and commissioning on all sites in phase 1.
Solar PV phase 2 to include the undertaking of detailed feasibility studies to inform further installation of solar PV City Council buildings.	September 2024	Appoint consultants to undertake feasibility work. Complete feasibility works within 3 months of award. Review feasibility and commence business case development and funding proposals. Confirm funding and commence procurement.
Wind Turbines.	March 2025	Confirm sites for new wind turbines with Aviation safeguarding team. Commence feasibility for wind turbines. Complete wind turbine feasibility. Commence business case development on viable sites.
Renewables at Summerston Landfill.	August 2024	Confirm approach to off-market disposal policy.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
		Commence transfer of site if viable.
Commitment 2: Continue to improve the heat and energy efficiency of the council's property assets, ensuring high standards in new buildings and completing retrofit, where viable throughout the existing estate.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Finalise Local Heat and Energy Efficiency Strategy (LHEES) for approval.	November 2024.	Prepare committee report. Present LHEES to committee for approval.
Commitment 3: Roll out training for councillors and key council staff in carbon literacy to support leadership in the transition to Net Zero.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Complete creation of core GOLD Climate Training package.	August 2024	Review content for GOLD training package. Finalise appropriate course content. Secure Leadership approval of course content. Liaise with GOLD staff to finalise online design and uplift of the Climate Training Package onto GOLD site.
Commence roll-out of training.	September 2024	Once approved at Committee, launch of GOLD training organisation wide. Highlight training with core staff involved with the Carbon Management Plan delivery.
Finalise plan for additional training modules.	October 2024	Review content for additional GOLD training modules. Scope additional module topics. Liaise with subject specialists to generate content.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
		Secure leadership approval of course content. Liaise with GOLD staff to finalise online design and uplift of the Climate Training additional modules onto GOLD site.
Commitment 4. Deliver the Plastic Reduction Strategy, supporting local businesses to reduce packaging and promoting initiatives such as water refill points.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Present review of Plastic Reduction Strategy.	May 2024	Finalise Committee paper for review by leadership. Present review to Net Zero Committee in May 2024.
Present updated Circular Economy Routemap, including addition of actions from Plastic Reduction Strategy.	September 2024	Align outputs from the Plastics Reduction Strategy with the Circular Economy routemap. Complete review of Circular Economy Routemap actions with working group. Draft Committee paper. Finalise Committee paper for review by leadership. Present review to Net Zero Committee in Sept 2024.
Commence delivery of actions in updated Circular Economy Routemap.	October 2024	Utilise the Circular Economy working group to continue the delivery of actions included within the updated Circular Economy Routemap. Continue to facilitate the working group.
Commitment 5: Develop a Community Energy Strategy to support the establishment of community energy organisations to generate renewable energy, and support the development of local heat networks		
Actions 24/25	Milestones 24/25	Planned Activity 24/25

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Finalise sites to be included in Community Renewables Energy Framework (CREF).	July 2024	Site selection process completed. Draft list of sites shared with internal leadership groups.
CREF Storymap completed.	July 2024	Online story map created, to include information about framework, process and sites. Work with PMGC team to finalise process for community support. Work with Local Energy Scotland (LES) to confirm community support available.
Finalised CREF presented to Committee.	August 2024	Draft committee paper. Secure Leadership approval. Present to Net Zero Committee August 2024. Present to CPC to confirm sites are surplus and allocated to the CREF.
Commence engagement with communities.	September 2024	Storymap goes live through soft market launch.
Provide development support and wayfinding to interested community groups.	March 2025	PMGC team prepared to support communities through process alongside LES and Sustainability team. Maximise the use of the Storymap to support interested communities in navigating the process.
Commitment 6. Work with the Scottish Government to ensure a minimum energy performance certificate grade C for all homes at point of sale or rental from 2025, with a target backstop date of 2030 for all properties, including those in mixed tenure blocks.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow

MISSION 2: Become a net zero carbon city by 2030.

<p>Deliver the Area Based Scheme (ABS) in line with the Scottish Government's criteria. The scheme requires a 'fabric first' approach and delivers mainly external wall insulation to owner occupied and private landlord properties in qualifying project areas. This allows householders to work towards achieving an EPC Band C.</p>	<p>Awaiting Scottish Government confirmation of 2024/25 ABS Grant Award.</p> <p>Anticipate report to City Administration Committee (CAC) to accept grant award by June 2024.</p> <p>Live projects will continue to deliver throughout 2024.</p> <p>Prepare tender documentation for an additional 2 project areas by November 2024.</p> <p>Award Contracts February 2025.</p> <p>Deliver ABS Programme of Works to June 2025 (end of ABS programme year). Anticipate Feb 25 contract awards will start before June 2025 (end of ABS financial year) and continue during 25/26.</p>	<p>Present report to City Administration Committee to accept Scottish Government grant award by June 2024.</p> <p>Continue to work with contractor to deliver 4 live projects during 2024/25.</p> <p>Tender preparation for an additional 2 project areas continues.</p> <p>Work with the Registered Social Landlord (RSL) sector to support owners in mixed tenure blocks to participate where ABS eligible works are proposed.</p> <p>Monitor the provision of an early intervention Information Service to encourage uptake of ABS measures.</p> <p>Provide an Energy Advice Service for residents participating in ABS providing advice and support on behavioural change, fuel usage and a fuel debt advocacy service.</p>
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Commitment 7: Promote and secure investment for the establishment of district heating networks throughout the city and develop planning policy to promote district heating in new build developments.

Actions 24/25	Milestones 24/25	Planned Activity 24/25
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GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Continue with work on the Evidence report for the new Local Development Plan - Align with the Local Heat and Energy Efficiency Strategy (LHEES) for GCC.	Report Evidence Report to Economy, Housing, Transport and Regeneration on 23rd April 2024, City Administration Committee on 6th June 2024 and full council on 27th June 2024	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee. Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.
Prepare with the Scottish Government DPEA for the Gatecheck process.	Obtain approval from the Scottish Government through the Gatecheck process to enter proposed plan stage. Full timescales for this process are detailed in City Development Plan 2 Information hub timeline .	Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes.
Commitment 8: Deliver the Depot Review to ensure facilities are fit for purpose.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Establish Steering Group and working groups to further develop city wide depot strategy (Parks / Fleet / Roads / Waste / Property).	Easter Queenslie Redevelopment - Steering Group and Project Board continues.	Establish / continue with steering groups to develop the depot strategy.
Develop business cases for rationalisation / redevelopment of parks / fleet / roads / waste depots.	NRS Strategy Board approval business case development.	Develop business cases for individual project to be taken forward as part of the depot strategy.
Identify future funding streams for delivery of depots strategy and develop a funding plan.	NRS Strategy Board approval potential fund streams.	Explore potential funding streams to fund the depot rationalisation programme.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Easter Queenslie Redevelopment – Technical Design and tender documents (RIBA Stage 4).	RIBA Stage 4 complete 1st Quarter 24/25.	Complete the Technical Design and Tender Documents (RIBA Stage 4).
Easter Queenslie Redevelopment - Receive Planning Approval.	Planning Approval 2nd Quarter 24/25.	Responding to Planning application feedback, and receiving approval determined under delegated authority.
Easter Queenslie Redevelopment – Complete demolition of the small vehicle workshop and the existing office building.	Demolitions complete 3rd Quarter 24/25.	Complete the demolition of the small vehicle workshop. Tender and complete the demolition of the existing office building.
Easter Queenslie Redevelopment - Complete advance works packages design and installation of piles and alterations to the current Household Waste Recycling Centre (HWRC).	Advance work packages complete 3rd Quarter 24/25.	Appoint the contractor and complete the advance works packages for pile installation and HWRC alterations.
Material Recovery Facilities(MRF) Equipment Design & Supply - Received and evaluate initial tender responses.	Tender return evaluate 1st Quarter 24/25.	Evaluate tender returns and identify area for negotiation prior to final submission.
MRF Equipment Design & Supply - Negotiation period with tenderers and final tender submissions.	Negotiation 2nd Quarter 24/25.	Enter negotiation with tenderers to allow final tender submission.
MRF Equipment Design & Supply - Appoint equipment contractor and commence design of equipment.	Contractor Appointed 3 rd Quarter 24/25.	Complete the tendering process and appoint the MRF equipment contractor.
Commitment 9: Deliver sustainable urban drainage and promote nature-based solutions to manage flooding and pollution.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Award Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) City Deal Eastern Springburn Surface	December 2024.	Preparation of contract documentation including supplementary site investigations and completion of procurement process.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Water Management Plan Phase 1 construction contract.		
Award Camlachie Burn Phase 3 works contract.	December 2024.	Preparation of contract documentation and completion of procurement process.
Development of Flood Prevention Scheme capital works programme.	March 2025.	Prioritisation of long list of options and preparation of delivery programme.
Develop Property Flood Resilience pilot.	March 2025	Review of existing public sector schemes and scoping of pilot project.
Award City Centre surface water drainage conduit consultancy commission.	December 2024.	Preparation of contract documentation and completion of procurement process.
Support development of Tidal Clyde adaptation strategy including Phase 2 hydraulic model.	March 2025.	Work in partnership with SEPA to scope and procure Phase 2 hydraulic model.
Commitment 10: Via planning policy, require all new development/infrastructure to deliver flood risk net gain.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue with work on the Evidence report for the new Local Development Plan – Align with the Metropolitan Glasgow Strategic Development Partnership.	Report Evidence Report to Economy, Housing, Transport and Regeneration on 23rd April 2024, City Administration Committee on 6th June 2024 and full council on 27th June 2024.	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee. Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.
Prepare with the Scottish Government DPEA for the Gatecheck process.	Obtain approval from the Scottish Government through the Gatecheck process to enter proposed plan stage.	Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
	Full timescales for this process are detailed in City Development Plan 2 Information hub timeline .	
Commitment 11. Review planning and housing policy to improve energy efficiency standards, including through the building of Net zero/ Passive house standard development, and increase the development of large family housing/accessible housing.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue to deliver energy efficient affordable homes.	Report programme out-turn by end of March 2025.	Continue to assess tender approvals against appropriate efficient standards, including those specified in Scottish Government guidance.
Deliver against agreed larger family (4+ bedrooms) target.	Report programme out-turn against target of 60 by the end of March 2025.	Work with Registered Social Landlords to increase supply, e.g., by being more prescriptive in Scheme Agreements; continue to prioritise larger family Strategic Acquisitions.
Commitment 12: Support new 'pocket' or 'wee' forests throughout the city, work with communities to identify opportunities for tree-planting, support the delivery of the Clyde Climate Forest.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue with work on Forestry and Woodland Strategy (FWS).	Report presented to Net Zero committee on 28th May 2024 and City Administration Committee on 6th June 2024.	Report FWS to Net Zero Committee noting progress and intention to report to City Administration Committee for approval.
Include Glasgow Tree Plan in the Delivery Programme for the Forestry and Woodland Strategy.	Submit approved FWS to Scottish Government as part of our Local Development Plan evidence.	Work on a detailed Delivery Programme in the FWS to identify spatial opportunities for tree planting and to support the Clyde Climate Forest.
Commitment 13: Increase the number of designated Local Nature Reserves in the city in collaboration with communities and support the development of a green network of areas managed for biodiversity across the city.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow

MISSION 2: Become a net zero carbon city by 2030.

<p>Conclude Management Plans for 9 locations and work with The Conservation Volunteers to conclude habitat and access works to support designation.</p> <p>Agree Management Plan with NatureScot.</p> <p>Progress designation with Planning and Legal colleagues.</p>	<p>Management Plans and associated works completed. Proposed areas redesignated as Local Nature Reserves by Q4 2024/25.</p> <ul style="list-style-type: none"> • Blairtummock Park • Castlemilk Park • Cranhill Park • Early Braes • Garscadden Burn • Househill Park • King's Park (south) • Cathkin Braes LNR (extension) • Malls Mire LNR (extension) 	<p>Conclude Management Plans for 9 locations and work with The Conservation Volunteers to deliver habitat and access works.</p> <p>Continue work with The Conservation Volunteers to deliver habitat and access works during 2024/2025.</p>
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Commitment 14: Deliver the Local Biodiversity Action Plan, increasing planting of wildflowers and supporting nature restoration and regeneration.

Actions 24/25	Milestones 24/25	Planned Activity 24/25
<p>Continue to deliver the actions of the Implementation Plan for the Local Biodiversity Action Plan (LBAP).</p>	<p>Conclude actions from last Implementation Plan and develop next Implementation Plan with LBAP partners.</p>	<p>Conclude actions from last Implementation Plan and develop next Implementation Plan with LBAP partners.</p>
<p>The Tree Action Plan will also complement and contribute to the LBAP.</p>	<p>Work with Community groups, Volunteer Programme and internal and external resources to plant trees across Q3 & Q4.</p>	<p>Site assessments.</p> <p>Community Engagement.</p> <p>Works and Budgetary Planning.</p> <p>Tree Planting.</p>

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow

MISSION 2: Become a net zero carbon city by 2030.

<p>Designate Additional Local Nature Reserves.</p>	<p>Management Plans and associated works completed. Proposed areas redesignated as LNR's by 2024/25.</p> <ul style="list-style-type: none">• Blairtummock Park• Castlemilk Park• Cranhill Park• Early Braes• Garscadden Burn• Househill Park• King's Park (south)• Cathkin Braes LNR (extension)• Malls Mire LNR (extension)	<p>Conclude Management Plans for 9 locations and work with The Conservation Volunteers to deliver habitat and access works.</p> <p>Continue work with The Conservation Volunteers to deliver habitat and access works during 2024/2025.</p>
<p>Implement the actions of the Seven Lochs and North East Glasgow Water Vole Conservation Action Plan 2022-2026.</p>	<p>Interim guidelines on water voles and development updated by Q2.</p> <p>Methodology developed for long-term monitoring of water vole population in Seven Lochs and N.E. Glasgow by Q3.</p>	<p>Review and update interim guidelines on water voles and development.</p> <p>Develop methodology for long-term monitoring of water vole population in Seven Lochs and N.E. Glasgow.</p>
<p>Continue to review pesticide use across our estate and reduce where possible, ensuring that pesticide usage is limited and alternative options are explored and considered before pesticides are used.</p>	<p>Monitor the pesticide use for decreased usage across parks operations and monitor industry for viable alternatives.</p> <p>Review Pesticide Policy by early Spring 2024.</p>	<p>Review Pesticide Policy and Implement any proposed changes from the review of Pesticide Policy.</p>

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Commitment 15. Increase biodiversity within parks and council-maintained green and open spaces, supporting wilding where appropriate and identifying opportunities for promoting nature-based activities, and train more staff in biodiversity protection.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Review current Land Audit Management System for Parks, for compatibility with the Climate Plan and proposed Future Parks Accelerator.	Refreshed assessment system developed by Q4. Implement a comprehensive audit of grounds maintenance by Q4.	Develop a refreshed assessment system which include a full park assessment of all Glasgow. System to be trialled at 3 pilot priority Parks - Hogarth Park, Fruin St and Garscadden Burn Park (proposed LNR). Implement a comprehensive audit of grounds maintenance, specifically focusing on Glasgow's parks and their impact on biodiversity, rewilding initiatives, health and wellbeing, social inclusion, and deprivation indexes.
Commitment 16. Ensure planning policy meets the challenge of the climate emergency and supports nature promotion and biodiversity through interventions such as bee bricks, swift bricks, green roofs and roof gardens, encouraging hedgerows.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
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 Committee on 6th June 2024 and full council on 27th June 2024.	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee. Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.
Prepare with the Scottish Government DPEA for the Gatecheck process.	Obtain approval from the Scottish Government through the Gatecheck process to enter proposed plan stage.	Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
	Full timescales for this process are detailed in City Development Plan 2 Information hub timeline .	
Commitment 17: Embed the principles of the Climate Adaptation Plan via planning policy, such as by limiting the paving-over of gardens and installation of artificial grass.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
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 Committee on 6th June 2024 and full council on 27th June 2024.	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee. Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.
Prepare with the Scottish Government DPEA for the Gatecheck process.	Obtain approval from the Scottish Government through the Gatecheck process to enter proposed plan stage. Full timescales for this process are detailed in City Development Plan 2 Information hub timeline .	Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes.
Commitment 18: Develop planning policy to address embedded carbon in buildings and seek ways to improve the viability of reuse and retrofit options, so there is reduced need for demolitions.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue with work on the Evidence report for the new Local Development Plan.	Report Evidence Report to Economy, Housing, Transport and Regeneration on 23rd	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
	April 2024, City Administration Committee on 6th June 2024 and full council on 27th June 2024.	<p>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>
Prepare with the Scottish Government DPEA for the Gatecheck process.	<p>Obtain approval from the Scottish Government through the Gatecheck process to enter proposed plan stage.</p> <p>Full timescales for this process are detailed in City Development Plan 2 Information hub timeline.</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>
Commitment 20: Continue work to reduce Vacant and Derelict Land, prioritising brownfield sites for development and ensuring adequate protection for Green Belt and designated Open Space.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Carry out Scottish Vacant and Derelict Land (V&DL) Survey 2024.	Submit to the Scottish Government by published deadline (TBC - expected October 2024); continue annual downward trend of 3-5%.	Submission of the survey by the October deadline. Liaise with Scottish Government on any potential queries before the findings are published by the Scottish Government sometime in early 2025.
Monitor and Report Vacant and Derelict Land Fund (VDLF) projects, including impact on the amount of registered V&DL.	Measure impact at March 2025. Potential impact of c15 hectares reduction (though some projects are multi-year).	Measure project progress based on updates from project partners. Update V&DL register following submission to the Scottish Government, including for sites which were removed as a result of VDLF.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
		Regular updates will be sent to Finance and Audit Scrutiny Committee and the Capital Board.
Monitor and Report Vacant and Derelict Land Investment Programme (VDLIP) projects, including impact on the amount of registered V&DL.	Measure impact at March 2025. Potential impact of 36 hectares reduction (though some projects are multi-year).	Contact project partners for updated Monitoring Reports and progress on site & issue these to the Scottish Government. Submit claims to the Scottish Government to draw down all funding profiled for 2024/25.
Deliver on projects from 2024/25 VDLF Delivery Plan following approval by Scottish Government.	Scottish Government Approval - May; City Administration Committee approval - June; monitor project delivery - March 2025.	Receive and pay out on eligible claims for projects within 24/25 Delivery Plan.
Monitor impact of Affordable Housing Supply Programme on amount of V&DL in the city.	Record outcome - end March 2025.	Continue to undertake Survey work ahead of October 24 submission, which will include removing sites from the register as a result of the Affordable Housing Supply Programme (AHSP). This will be reported at a relevant City Administration Committee in 2024/25.
Commitment 21: Support the Glasgow National Park City campaign and support local environmental groups and conservation projects to provide nature-based volunteering opportunities.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Assist with the National Park City campaign, providing accommodation and staff time where appropriate.	National Park City campaign plan to submit their full application by Q3.	Liaise with National Park City Volunteers. Support application submission where required.
Commitment 22: Develop and review planning policy to deal with development models such as co-living, Build to Rent and purpose-built student accommodations in order to address addresses issues of affordability and access to home ownership with a view to ensuring standards and supporting the maintenance of balanced communities with a variety of tenures.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
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 Committee on 6th June 2024 and full council on 27th June 2024.	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee. Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.
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.	Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes.
Commitment 23: Refine Tall Buildings planning guidance.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue with work on draft Tall Buildings Guidance (TBG) - work on the next steps reported to Economy, Housing, Transport and Regeneration committee in November 2023 outlining progress.	Present progress report to Economy Housing Transport and Regeneration committee.	Work on going with PCS to complete TBG.
Committee approval for final draft of TBG.	Submit approved TBG to Scottish Government as part of our Local Development Plan evidence.	Following final sign off from City Administration Committee this will become a material planning consideration and can be used to assess applications for Tall Buildings. Noting this was an action from the approved City Centre Spatial Development Framework as part of the Spatial Strategy of the current adopted local development plan.
Commitment 24: Implement heritage training for members of the Planning Committee.		

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue to scope training requirements - identify and prepare appropriate material and timescale for delivery of training.	Timescales to be agreed/subject to resources.	Ongoing information gathering. Consulting with Conservation Officers Group on good practice from other authorities, Historic Environment Scotland and Glasgow City Heritage Trust. DM Manager to arrange meeting with the Planning Applications Committee Chair/Vice Chair.
Commitment 25: Develop planning policy around amenity and play spaces in residential developments.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
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 Committee on 6th June 2024 and full council on 27th June 2024.	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee. Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.
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. Full timescales for this process are detailed in City Development Plan 2 Information hub timeline .	Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Develop a Play Sufficiency Assessment (PSA) for Glasgow.	Report Evidence Report to Economy, Housing, Transport and Regeneration on 23rd April 2024, City Administration Committee on 6th June 2024 and full council on 27th June 2024. Thereafter submit approved PSA to Scottish Government as part of our LDP evidence.	Present report on PSA to Economy, Housing, Transport noting progress and intention to report to City Administration Committee for approval of first PSA for Glasgow before the summer recess.
Commitment 26: Establish a Built Heritage Commission.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Establish and run Built Heritage Commission.	Present report to Economy Housing Transport and Regeneration by June 2024 outlining details of the proposed Built Heritage Commission and the intention to refer to the City Administration Committee for approval.	Set up inception meeting - ongoing.
Commitment 27: Develop an investment strategy to support the council's-built heritage.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Development of strategy for Council owned Heritage Assets.	October 2024 - March 2025.	Implementation of methodology for prioritisation of assets and development of strategy for Council owned Heritage Assets.
Commitment 28: Continue support for Glasgow City Heritage Trust and Glasgow Buildings Preservation Trust.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Ongoing drawdown of funding on a quarterly basis.	Q1 Confirmation of funding and its scope for Glasgow City Heritage Trust/ Glasgow Buildings Preservation Trust from GCC.	Ongoing - continuing support.
Commitment 29: Update our Heritage Assets Plan and identify opportunity to extend conservation areas		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Development of strategy for Council owned Heritage Assets.	October 2024 - March 2025.	Implementation of methodology for prioritisation of assets and development of strategy for Council owned Heritage Assets.
Commitment 30. Deliver place-based interventions and key local regeneration projects.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
North Glasgow SDF Action Programme – Scope and deliver place-based activities including Possilpark Town Centre, North Gateway and other locales.	Q1- Meeting with stakeholders and Maryhill Housing Association to consider vacant sites.	Continue to progress the Action Programme.
Inner East SDF Action Programme – Scope and deliver place-based activities including Parkhead Town Centre Action Plan, South Dalmarnock Development Framework, Meatmarket.	Q1- Ongoing meetings with NRS to identify priorities and resources.	Continue to progress the Action Programme.
Easterhouse SDF - final drafts to Committee for approval prior to adoption as Supplementary Guidance to City Development Plan (CDP).	Q2/3 - To Committee for Adoption as Supplementary Guidance to CDP.	Adoption as Supplementary Guidance. Scope and deliver Easterhouse Town Centre regeneration and other development sites.
South Central LDF - final drafts to Committee for approval prior to adoption as Supplementary Guidance to City Development Plan (CDP).	Continue to support refresh of Masterplan for North Laurieston, which seeks to build on heritage assets to	Ongoing scoping and delivery Action Plan components.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
	deliver a mixed-use, city centre quarter on the south bank of the Clyde with civic spaces.	
Drumchapel LDF - consultative draft prepared for external consultation, review of comments, final draft.	Q1- Adoption as Supplementary Guidance to CDP.	Adoption as Supplementary Guidance. Scope and deliver Drumchapel Town Centre Levelling Up programme, housing delivery and support green network etc.
Pollok LDF - final drafts to Committee for approval prior to adoption as Supplementary Guidance to City Development Plan (CDP).	Q2/3 - To Committee for adoption as Supplementary Guidance to CDP.	Adoption as Supplementary Guidance and scoping of Actions.
Golden Z Study/Re-Purposing Strategy	Q1 - To Committee for note/approval.	Work underway to develop delivery plan.
Local Place Plan Guidance prepared, approved. Support delivery and funding of aligned capital grants.	Q1 - Support funded groups to deliver Local Place Plans.	Identify resources to provide continued support to Community Groups preparing Local Place Plans.
High Street Station reconfiguration and access improvements.	Transport Scotland and Network Rail noted project not prioritised for funding at this stage but discussions ongoing to secure improvements.	Route forward for delivery of Business Case outcomes identified.
Govan Townscape Heritage Initiative (Phase 3) - submission of funding bid.	Q4 _ Submission of National Lottery Heritage Fund + Historic Environment Scotland Govan Heritage bid.	Ongoing development stage.
Customhouse Quay - Repair of quay walls, place activation and active travel enhancements. Design development to tender.	Q1 Internal review of next steps and project interdependencies.	Subject to review, identify next steps/ commence design.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Meatmarket Shed - support and fund community reuse of B Listed structure at Meatmarket.	National Lottery Heritage Fund gateway approval for full submission Q1 2024.	Ongoing support.
Govan Graving Docks - repair of listed structure and access improvements - support and deliver community based regeneration works.	Continuing to support enabling works.	Ongoing consultations and support design development.
Dundashill housing sites - support the implementation of meanwhile uses and marketing of sites following remediation.	Remaining meanwhile uses and wider planning requirements to be addressed. Continued development of residential units as part of delivery of over 450 units.	Completion of phase 1+ 2 of 168 units and commencing on site of c100 units as part of overall 450 unit development. Meanwhile use to be confirmed for remaining plots. Completion of wider Planning requirements.
River Activation Programme - Ongoing programme (Vacant and Derelict Land funded) providing 3rd party grants to meanwhile use of vacant sites along river corridor. Action identified in River Clyde Strategic Development Framework.	Q4 - all projects complete, final review.	Final grant agreement following reallocation of funding - support remaining projects on site.
Byres Road - Public realm and active travel improvements - Phase 1 and Phase 2.	Completion scheduled for Q3 2024/25. Phase 2 to commence Q3 2024/25.	Construction works ongoing.
Govan-Partick Bridge construction.	Construction ongoing. Completion scheduled for Q3 2024/25.	Formal completion and public events scheduled for start of September.
Water Row mixed use development with Govan Housing Association - Phase 1.	Q1 - Completion scheduled.	Completion of main phase.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Commitment 31: Develop and deliver a programme for a 'Climate Ready' education estate, improving sustainability throughout our schools and nurseries.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue with the programme of identifying educational estate properties requiring heating upgrades.	April 2024 - September 2024.	List of 23 sites for renewal of temporary boilers to be installed across 2024/25. This is currently with Consultancy Services for design and capital budget identified.
Commitment 32: Introduce an updated herbicide policy to continue to reduce our reliance on chemical weed killers.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue to review pesticide use across our estate and reduce where possible, ensuring that pesticide usage is limited and alternative options are explored and considered before pesticides are used.	Reduce the volumes of (litres) pesticides compared with previous year by March 25. Refresher training for staff programmed during Q1 via Daldowie, annual monitoring of pesticide purchase, training of staff on biodiversity, informed by Pesticide Policy.	Review current policy and incorporate any proposed actions.
Commitment 33: Develop a tree nursery so we can nurture the saplings, of local provenance, which we would then plant across the city and supply to the wider Glasgow Conurbation while also providing training and employment opportunities via a social enterprise.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Progress Short Life Working Group to progress nursery development and operation.	Quarterly teams meeting held.	Ongoing meetings of working group.
Procurement of enabling works and initial site infrastructure.	Contractor appointed to undertake works by July 2024.	Works specification completed and ITT issued. Tenders returned and assessed.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
		Contractor appointed.
Complete enabling works and initial site infrastructure.	Remediation and initial infrastructure works completed by December 2024.	Groundworks completed to create stable platform for nursery development. New access created. Fencing installed.
Secure planning consent for nursery development. Secure funding and income streams for nursery development and operation.	Planning approval by June 2024. Landfill Communities Fund (LCF) application by September 2024. Framework Agreement in place for tree supply by December 2024.	Planning surveys and consultation completed. Planning application submitted. Approval of planning application. LCF application(s) submitted and funding secured. Framework agreement signed by PATT Foundation, GCC and others.
Complete PMGC with PATT Foundation to begin nursery operation.	Long term lease agreed with PATT Foundation by Dec 2024.	Signed lease in place. Long term lease to be agreed with PATT Foundation.
Commitment 34. Deliver increased tree planting across the city as part of a comprehensive Tree Plan for Glasgow, including measures to support replacement when trees are lost to damage or removal, and responding to Ash Dieback disease, and develop a Forestry and Woodland Strategy for the city.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Respond to ash dieback removals through the delivery of the Glasgow Tree Plan 22-32.	For every ash dieback tree removed in 24/25 ensure a Ratio of 3 trees is planted for each tree lost (March 25).	Tree replacements will be included within the Tree Action Plan.
Plant 10.4 hectares (or allow woodland to develop through management) across our operational estate as	Carry out feasibility and procurement activity to deliver tree planting via contractors,	Undertake site suitability checks and stakeholder engagement.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
identified in the Glasgow Tree Plan for 2024/25 actions.	community activity and internal services during tree planting season by March 2025.	Identify delivery routes. Develop Autumn / Winter tree planting schedule.

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 1: Deliver a new City Development Plan with attention to sustainability, inclusivity, accessibility, biodiversity, and climate resilience.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
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 Committee on 6th June 2024 and full council on 27th June 2024.	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee. Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.
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. Full timescales for this process are detailed in City Development Plan 2 Information hub timeline .	Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes.

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 2: 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 24/25	Milestones 24/25	Planned Activity 24/25
Liveable Neighbourhoods 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.	Review of projects complete by the end of Q1 2024. Present to Area Partnerships.
Liveable Neighbourhoods Tranche 3 Stage 0-2.	Tranche 3 Stage 0-1 report for August 2024 Environment and Liveable Neighbourhoods (ELN) Committee by end of December 2024. Stage 2 completion for March 2025. ELN Committee March/April 2025.	Strategic Review of Liveable Neighbourhoods Study areas - stage 1 report. Two rounds of Engagement in April & Autumn. Concept Design Report.

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		
Continue to apply to various funding sources and resources to progress projects to RIBA Stage 3 to 4 activity from identified projects to design and then delivery.	Apply for funding by May 24. If secured committee acceptance.	Apply for Sustrans Places for Everyone funding for several projects to allow design to be developed to Technical Design. This funding programme is significantly constrained in 24/25 and final year of Places for Everyone.
Identifying funding for Tranche 4 to 6.	Seek funding opportunities as and when available.	Seek opportunities to continue the Liveable Neighbourhoods Stage 0-2 Tranche Activity Tranche 4 to 6.
Commitment 3. Deliver the Resource and Recycling Strategy to support Glasgow's waste management and efforts to become a zero-waste city.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Roll out of twin stream recycling service for kerbside properties with associated education and awareness campaign.	March 2025.	Introduction of service per operational area. Communication campaign initiated to impacted residents. Communication consultants engaging with local community groups. Attend area partnerships.
Implementation of contamination and bin policy.	March 2025.	Training provider UCLAN awarded work with training commencing in April. Amenity vehicle and staff secured.

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		
Queenslie depot re-development.	March 2025.	Tender for supply of Material Recycling Facility supplier, construction contractor to be awarded.
Completion of bin hub trial .	October 2025.	Roll out Hubs in Anderson and additional areas in Pollokshields. Assess trial against project objectives.
Roll out of Bin hub (phase 2)	March 2025.	Procurement of waste collection infrastructure. Appointment of project team. Review and agree locations. Communication campaign initiated to impacted residents. Communication consultants engaging with local community groups.
Commitment 4: Deliver the Food Growing Strategy and increase the number of allotments and community growing spaces across the city.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Centurion Way/ Yoker -Create additional 30 plots. Create additional 20 plots at Hamiltonhill, Westthorn and Elderslie St.	Additional plots at Centurion Way, Yoker, Hamiltonhill, Westthorn and Elderslie St, to be occupied by Mar 25.	Tender documents being prepared for Yoker, Centurion Way, Hamiltonhill, Westthorn and Elderslie St Commence site use at Sighthill. Contractor works to create 50 additional plots at Yoker, Centurion Way, Hamiltonhill, Westthorn and Elderslie St.
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.	Publicise funding opportunity, evaluate submissions, issue funding to successful applicants, evaluate programme. Evaluation forms to be submitted as part of the funding grant allocation.

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		
Develop plans for food growing at Kelso Street.	Continue with engagement with local community, secure formal transfer from Glasgow Life of area for growing by Q4	Engage with the local community, Glasgow Life and SportsScotland and secure formal Transfer from Glasgow Life for area for growing.
Secured £400k of Vacant and Derelict Land funding to develop 4 additional growing spaces at site opposite 339 Cleaves Rd, west of 104 Woodville St, east of 109 Dunblane St and north of 1538 Maryhill Rd bringing 4 VDL sites into use as community assets.	Site topography assessment to be completed and tender documents being prepared by March 25.	Develop steering groups for each site to take on devolved management functions, groups to be constituted by March 25.
Engage with key stakeholders and Allotment Associations regards the Schedule of Delegation to specific for each individual location.	Schedule of Delegations for first 'pilot' Association available by December 2024.	Develop Schedule of Delegations for first 'pilot' Association.
Commitment 5: Roll out infrastructure management systems in neighbourhood services to better manage tasks and integrate back-office systems with public customer reporting of service requests.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue to roll out Alloy to all waste collection depots for domestic waste collection.	Roll out Alloy to all waste collection depots for domestic waste collection by June 2024.	Roll out to North East and Western Depots.
Implement Alloy for Streetscene services.	Implement Alloy for Streetscene services by April 2025.	Roll out Alloy streetscene to operational teams.
Commitment 6: 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 24/25	Milestones 24/25	Planned Activity 24/25
Commencement of bin hub trial .	October 2025.	Roll out Hubs in Anderson and additional areas in Pollokshields.

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		
		Assess trial against project objectives.
Roll out of Bin hub (phase 2).	March 2025.	Procurement of waste collection infrastructure. Appointment of project team. Review and agree locations. Communication campaign initiated to impacted residents. Communication consultants engaging with local community groups.
Commitment 7: Deliver a new rolling programme of neighbourhood deep cleans every year to remove weeds and litter, and keep streets in good condition, in addition to our core cleansing services.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Development of Alloy system to support operations.	March 2025.	Introduction of alloy across all Streetscene operations.
Commitment 8: Invest in frontline waste and recycling workers and in training for our cleansing workforce.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Implementation of training for collection crews, supervisors and assistants.	March 2025.	SVQ for frontline staff, HGV training, Contamination & bin policy training.
Commitment 9: Work with communities and frontline workers to design improvements to services via the delivery of Waste Summits.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Engagement with local stakeholders on the development of changes to recycling services.	March 2025.	Community events to support Changes, Work with Housing Associations / Registered Social Landlords to improve communications to residents.
Commitment 10: Invest in waste processing facilities to support the uplift and recycling of a wider range of plastics.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25

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		
Undertake procurement exercise to appoint Material Recycling Facility (MRF) plant supplier.	December 2024.	Invitation To Tender (ITT) for MRF supplier.
Submission of waste management licence modification to SEPA for the new facility at Queenslie.	March 2025.	Submission of waste management licence modification to SEPA.
Commitment 11: 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 24/25	Milestones 24/25	Planned Activity 24/25
Recycling communications to support waste & Recycling projects.	March 2025.	Communication campaign initiated to impacted residents. Communication consultants engaging with local community groups. Attend area partnerships.
Commencement of bin hub trial.	October 2025.	Roll out Hubs in Anderson and additional areas in Pollokshields. Assess trial against project objectives
Roll out of Bin hub (phase 2)	March 2025.	Procurement of waste collection infrastructure. Appointment of project team. Review and agree locations. Communication campaign initiated to impacted residents.

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		
		Communication consultants engaging with local community groups
Work with Housing Associations / Registered Social Landlords to improve recycling services for residents.	March 2025.	Meeting with Housing Associations to develop partnership working.
Commitment 12: Deliver household communications and information on waste and recycling and explore how to provide information in community languages.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Recycling communications to support waste & Recycling projects.	March 2025.	Working with Zero Waste Scotland consultant to develop communication collateral. Produce Video/ online content to support Recycling. Work with Housing Associations / Registered Social Landlords to improve messaging to residents.
Commitment 13: Encourage shared management of private lanes and back courts and deliver the Private Lanes Fund to help residents improve them.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue to Promote and Administer the Lane Activation Fund.	March 2025.	Review of total spend to date. Implementation of any changes based on first evaluation.
Commitment 14: Deliver the Clean Glasgow programme, aligning services to local need while supporting communities to take action locally and promote behaviour change.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Creation of an updated Clean Glasgow action plan.	New priorities identified in conjunction with National Litter	Directed from Clean Glasgow coordination group & shared with respective sub groups.

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		
	Prevention & Fly tipping Strategy.	
Linkage with National Litter Prevention & Fly tipping Strategy.	Creation of the Sub groups reflecting each of the main themes: Behaviour Change; Infrastructure and Services & Enforcement.	Directed from the Clean Glasgow coordination group.
Creation of a Clean Glasgow dashboard.	Identification of key performance indicators aligned with Clean Glasgow themes.(March 25).	Collation of key performance indicators across GCC services to form a new dashboard based on main themes.
Commitment 15: Renew and upgrade street lighting across Glasgow including greater use of LED lighting and strive for faster repair of faults.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Commence LED conversion programme after funding approval. – NOTE: The LED programme and column replacement programme have now been combined.	1. Complete Designs 2. Statutory Noticing; 3. Contract procurement; 4. Finalise programme; 5. Programme delivery 6. Financial monitoring.	Complete Milestones 1,3, & 4
Continue with ongoing column replacement and network renewal programmes.	As above.	As above.
Commitment 16: 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 24/25	Milestones 24/25	Planned Activity 24/25
Continue to deliver lighting solutions in Parks.	Committee Update provided to Environment and Liveable Neighbourhoods committee	Provide an update on the Parks Lighting Review to ELN.

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

	<p>(ELN) committee by June 24.</p> <p>Reports on lighting proposals to be submitted to the relevant Area Partnerships for consideration by 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>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.</p> <p>Continue with some minor actions in pilot parks in relation to signage enhancements.</p> <p>Support Casselton Housing Association to deliver improvements within Castlemilk Park</p>
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Commitment 17: Engage with the Scottish Government’s national City Centre Recovery Taskforce to identify new policy responses and make the case for investment in city centre recovery.

Actions 24/25	Milestones 24/25	Planned Activity 24/25
Complete – Recovery actions relating to the City Centre Recovery Taskforce are complete.		

Commitment 19: 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 24/25	Milestones 24/25	Planned Activity 24/25
Achieve site start by March/April 2025.	<p>Design approval - City Administration Committee June 2024.</p> <p>Procurement strategy agreed - June 2024.</p>	<p>Development of statue conservation plan.</p> <p>Procurement of the main contracts.</p> <p>Delivery of Xmas in the Square 2024 and hoarding immediately thereafter in January 2025.</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		
	<p>Contract awards - December 2024.</p> <p>Statue removal - from January 2025.</p> <p>Site start - March/April 2025.</p>	
Commitment 20: Progress work around 'stock transfer of place' and explore ways to make successful Stalled Spaces projects permanent as part of the recommendations of the Place Commission.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Establish short life officers working group to review current Stalled Spaces Programme and determine if it meets the recommendations laid out within the Place Commission outcomes.	Provide report on findings of review by March 2025.	<p>Establish short life officers working group.</p> <p>Review current Stalled Spaces Programme and determine if it meets the recommendations laid out within the Place Commission outcomes.</p>
Commitment 21: Help communities to acquire and manage land as recreational greenspace, including parks, land managed for nature, community orchards and growing projects.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Continue to work with community organisations to support and enable more third sector organisations to take on the management and ownership of recreational greenspaces.	March 2025.	Progress projects through various stages of the process.
Commitment 22: 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.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Progressing a review of customer engagement with planning	Set out a delivery framework for enhanced customer	Identify practical steps in customer interfaces based upon evidence gathered and implement changes.

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		
applications, as part of development of Council wide customer strategy, working with Business and Customer Solutions Analyst.	experience when submitting / commenting on planning application.	
Commitment 23: Work in partnership with grassroots cultural venues to ensure planning proposals do not pose a risk to their operation.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
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.	Utilize findings from Call-in cases to establish definition thresholds for cultural venues. Liaison with Licensing to identify corporate map
Work with Environmental Health to ensure assessment methodologies are responsive to Agent of Change Principle	Review of current approach and investigate any updates on methodologies are implemented.	Utilize findings from Call- in cases and engage with comparable urban planning authorities to establish consistency of our approach.
Commitment 24: Increase our focus on digital masterplanning, to ensure that access to digital connectivity is considered and advanced throughout the planning process.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
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 Committee on 6th June 2024 and full council on 27th June 2024.	Evidence Report presented to Economy, Housing, Transport and Regeneration Committee noting progress and intention to report to City Administration Committee. Regulations require GCC to then take this to Full Council as a pre-cursor to beginning the Gatecheck process with the Scottish Government.

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		
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. Full timescales for this process are detailed in City Development Plan 2 Information hub timeline .	Start the Gatecheck process with the Scottish Government. Work through process to confirm our evidence and deal with any disputes.
Commitment 26: Explore establishing a city-wide single housing register.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
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 Landlords (RSL) to investigate options to improve access to housing for the citizens of Glasgow.	Establish and implement a data use and refresh plan, including mechanisms for collecting, validating and publishing data.	Investigate sharing and incorporating the Housing Services Data Dashboard across GCC/GCHSCP/RSL operations/service delivery. Explore potentially publicising housing data to the general public.
Review actions outlined in (Glasgow's Digital Housing Strategy) 2022 to 2028) including improving access to housing.	Include in Housing, Health and Social Care Group planned agenda. Review of the status of actions to be prepared by March 2025 and included in the next Local	Engaging via the Housing, Health and Social Care Group to share knowledge and development of technology and related services that support independent living. 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.

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		
	Housing Strategy annual review report.	
Commitment 27: 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 24/25	Milestones 24/25	Planned Activity 24/25
Continue to work with Registered Social Landlords (RSLs) to increase the supply of new 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. Specific targets for developing new affordable homes (including wheelchair adaptable / family homes) during 24/25 will be finalised during Q1 of 2024.	<p>Scottish Government has advised of a reduction to the offer of grant for 24/25, reduced to £76.687m. The 2024/25 AHSP targets agreed with Scottish Government are:</p> <p>Approvals - TBC Site Starts - TBC Completions – TBC</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>Continue to deliver programme and meet key targets - Spend, Approvals, Site Starts and Completions.</p> <p>Alternative developments will be accelerated if programmed developments fall behind schedule.</p>
Commitment 28: 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 24/25	Milestones 24/25	Planned Activity 24/25
A report on Empty Homes Action Plan will be presented to Economy Housing	Appointment of a Strategic Acquisitions Officer.	Establish Working Groups for city centre residential strategy.

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

<p>Transport and Regeneration committee on 23rd April.</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>Deliver on actions identified in Action plan.</p>
<p>Agree 2024/25 Strategic Acquisitions (SA) programme.</p>	<p>Agree programme, including level of funding and funding % for each strategic priority - May 2024.</p> <p>Appoint Strategic Acquisitions Officer - June 2024.</p> <p>Monitor delivery - to March 2024.</p>	<p>Continue to target SA, 24% cut in overall Affordable Housing Supply Programme (AHSP) budget will mean programme outturn will be affected.</p>
<p>Commitment 29: 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.</p>		
<p>Actions 24/25</p>	<p>Milestones 24/25</p>	<p>Planned Activity 24/25</p>
<p>Preparation of Evidence Report for the next City Development Plan to include Housing Key Issues paper.</p>	<p>Publication of Evidence Report (Sept 2024).</p>	<p>Preparation and publication of Evidence Report.</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		
Reference progress on investigating affordable housing policy within Strategic Housing Investment Plan 2024-2029.	Strategic Housing Investment Plan (SHIP) 2025-30 (Oct 2024).	Strategic Housing Investment Plan 2025-30 preparation and submission.
Undertaken analysis of local housing markets and land values.	Report finalised (Dec 2024).	Preparation of key findings report on local housing markets and land values.
Identify opportunities to prioritise public land for affordable housing.	by March 2025.	Internal review of sites to identify opportunities for inclusion within SHIP and planning pipeline
Commitment 31: Make use of new and existing powers to ensure high quality protections and rights for tenants in the Private Rented Sector.		
Actions 24/25	Milestones 24/25	Planned Activity 24/25
Engage with tenants on the setting up of a Tenant Led Forum.	Tenant Led Event in Govanhill scheduled for late 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.	Write out to 500 tenants to find out what concerns they have. If little feedback is received, then we will target a further 500 to offer the setting up of a forum or facility for engagement.
Commitment 32: 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 24/25	Milestones 24/25	Planned Activity 24/25
Continue to engage positively with private landlords and regularly update through issue of newsletters. Continue to report bad performing	Landlord Forum scheduled for 22nd April 2024. Newsletters will be issued to landlords during the course of	Following landlord forum, further training sessions will be organised with partners to address changes in repairing standard etc.

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		
landlords to Licensing and Regulatory Committee and make use of Rent Penalty Notices/Suspension of Rent Orders.	the year in April 2024, September 2024 and before the end of March 2025. Further training sessions before December 2024.	Write out to tenants to offer them the opportunity of Tenant Led Forum. Target areas and landlords where property condition issues are found.
Commitment 33: 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 24/25	Milestones 24/25	Planned Activity 24/25
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 Housing Bill to be presented to the Economy, Housing, Transport and Regeneration City Policy committee in June 2024.	Consult on Housing Bill proposals and report back to the Scottish Government. Assess impact of measures on local authority and highlight issues arising.

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 15. Review the Violence Against Women's Partnership, including sector funding and communications strategy, and support actions to effectively prevent and respond to violence.		
Action 24/25	Milestones 24/25	Planned Activity 24/25
Realign the Glasgow Violence Against Women Partnership(GVAWP) Strategic Plan to the Equally Safe Refresh 2023 to 2026 and	GVAWP Strategic plan is aligned to Equally Safe Refresh and Delivery Plan and this is reflected in city wide	Collation of key priorities to form a new dashboard based on main themes.

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		
corresponding Equally Safe Delivery Plan - due June 2024.	plan - delayed due to Scottish Government delay in publishing ES delivery plan - to be completed by Autumn 2024.	
Review role and function of GVAWP working groups in line with Equally Safe and GVAWP Strategic Plan.	Priority working groups are developed in line with available GVAWP priority work areas and capacity of NRS VAW Services. - delayed due to Scottish Government delay in publishing ES delivery plan, to be completed by Autumn 2024.	Activity directed by the GVAWP.
Explore opportunities to build capacity of NRS VAW Service to support delivery of VAW&G priorities as identified in Equally Safe and the GVAWP Strategic Plan.	Review operational structure and delivery of GVAWP Strategic Plan and available resources to support delivery. Completed by March 2025.	Directed by the GVAWP.
Consider opportunities to integrate activity and actions as identified in the Scottish Government strategic approach to challenging and deterring men's demand for prostitution and supporting recovery and a sustainable exit for those involved in prostitution.	Identify activity, strategic and operational, required to integrate and deliver the national plan within existing Glasgow resources. Completed by March 25.	Report to Senior Management on Scottish Government proposals on Glasgow becoming a pilot 'hub' area. Engage with Scottish Government regarding process required by GCC on ability to deliver.
Continue to work with partners and key stakeholders to consolidate the delivery of MARAC services in Glasgow.	Develop an evidence base of the impact of MARAC on the safety of high risk victims of	Develop evaluation and quality assurance to support the process along with KPI's.

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		
	Domestic Abuse. Completed by March 25.	
Commitment 16: Extend the Accessible Design Forum to cover more public realm and active travel projects to ensure disabled people's input at early design stage.		
Action 24/25	Milestones 24/25	Planned Activity 24/25
Ongoing co-ordination of the Accessible and Inclusive Design Forum (AIDF) and facilitation of meetings.	Proposed meeting schedule met: - May 2024 - Aug 2024 - Nov / Dec 2024 - Mar 2025	Continued engagement with all AIDF members to arrange meeting. Ongoing internal stakeholder engagement to generate agenda items for future meetings. Facilitation of meetings. Follow-up to all members with recorded outputs from meetings.
Explore options on alternative home as to where the AIDF might be best placed to sit within the organisation.	Internal conversations with senior stakeholders to explore alternative homes by June 2024. Decision to be made as to where AIDF best sits within the organisation by July 2024. Handover period to new contact identified as responsible for facilitating the group moving forward by December 2024.	Identification of areas as to where the AIDF might sit moving forward. Senior stakeholder engagement to identify and agree best fit for AIDF moving forward. Formalise transfer and develop handover process.

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		
Increase awareness of AIDF to help expand remit	Monthly / Bi-monthly contact with senior stakeholders across NRS to promote AIDF and generate an open call for new agenda ideas by March 2025. Engage with colleagues in CED to raise awareness of AIDF by June 2024.	Ongoing engagement with senior management across NRS to promote AIDF. Engaging with colleagues in Corporate to identify non-NRS consultations / engagements which may wish to engage with AIDF members.
Update to Committee	Committee date to be confirmed during 2024/25.	Establish committee and date for update to be presented.
Commitment 22: Seek local community and marginalised groups input on where Space Safety Audits could be undertaken to identify where spaces could be better lit, redesigned or busier to make them feel safer.		
Action 24/25	Milestones 24/25	Planned Activity 24/25
Continue with Call for Ideas for City Development Plan.	Report on Development Plan Scheme to Economy, Housing, Transport and Regeneration Committee in Autumn 2024.	Continue with engagement about Call for Ideas and Proposed Plan stages of City Development Plan 2.
Commitment 23: 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 24/25	Milestones 24/25	Planned Activity 24/25
Continue participating and engagement with Scottish Government on development functionality of portal.	This process timetable is set by the Scottish Government.	Attend meetings / events and feed into product development.

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 15. Deliver on a programme of investment and innovation in our Neighbourhood and Regeneration Services		
Action 24/25	Milestones 24/25	Planned Activity 24/25
Continue to co-design and scale models for neighbourhood participation and present to NRS and Chief Executive Leadership Teams and Politicians.	Play Sufficiency Assessment for Planning & Development by July 2024.	Analyse engagement outputs for 18 Secondary Schools and produce final reports.
	October 2024.	Thriving Cities Initiative Programme: Prepare progress report outlining project objectives, overview of partners, programme process and methodology, M&E criteria and funding model and criteria. Prepare Final Report.
	November 2024.	Conclude NIIF Phase 2 prototype of Participatory Decision Making model in Govan Ward and provide report and recommendations to leadership. This is being rolled out across other wards providing ideas to be costed and delivered by NRS. This work is being led and delivered by the Community Empowerment team.

APPENDIX 3: SERVICE BUDGET CHANGE SUMMARY 2024–25

Ref	Title of Budget Change	Reason for Change (all that apply) (Investment, Income, Maximisation, Renewal Activity, Resource Redirection)	Council Strategic Plan Theme	£'000	
	Revenue Investment				
24NR68	Feminist City Action Fund	Revenue Investment		+	500
24NR79	Investing in the Fabric of the City	Revenue Investment		+	6,000
	Total Revenue Investment			+	6,500
	Revenue Savings				
24NR29	Road Development Inspection Charges	Revenue Savings New		-	160
24NR30	Increase of Multi Storey Park Charges	Revenue Savings New		-	454
24NR31	Increase of Off-Street Surface Car Park	Revenue Savings New		-	167
24NR33	Income Generation - Increase of On- Street Pay (Inner)	Revenue Savings New		-	558
24NR34	Income Generation - Increase of On- Street Pay (Outer)	Revenue Savings New		-	1,940
24NR35	Income Generation - Increase of Residents Visitor Parking Permits	Revenue Savings New		-	360
24NR36	Income Generation - Increase of Business Parking Permits	Revenue Savings New		-	125
24NR44	Property Investment Proposals	Revenue Savings New		-	311
24NR45	Enhanced Parking Management Measures (invest to save in future years)	Revenue Savings New		+	168

24NR80	Community Safety and Regulatory Service -Service Reform			-	97
24CE40	Review of Contractual Arrangements and Partnerships			-	500
	Total Revenue Savings			-	4,504
	Total Net Revenue Change			+	1,996
	Capital Investment				
24R56	Spend to Save - Property Investment Proposals	Capital Investment Options	Sustainable and Low Carbon City	+	5,600
24NR57	Spend to Save - Enhanced Parking Management Measures	Capital Investment Options		+	1,393
24R58	Spend to Save - LED Street Lighting Conversion	Capital Investment Options	Sustainable and Low Carbon City	+	8,930
24NR59	Bin Hub Roll Out	Capital Investment Options	Sustainable and Low Carbon City	+	7,200
				+	23,123

CAPITAL INVESTMENT 2024- 2025

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/EP/0029	Kilgarth Landfill Site	A Sustainable and Low Carbon City	2,885,153	110,362	2,774,791	2,885,153	0
C/EP/0031	Cathkin Landfill Site Remediation & Restoration	A Sustainable and Low Carbon City	26,331,681	992,000	25,339,681	26,331,681	0
C/EP/0033	Bin Replacement Programme	A Sustainable and Low Carbon City	6,242,196	0	6,242,196	6,242,196	0
C/EP/0034	Smart Bins	A Sustainable and Low Carbon City	2,942,361	0	2,942,361	2,942,361	0
C/EP/0036	Safer, Cleaner Greener Back Courts & Lanes	A Sustainable and Low Carbon City	700,000	0	700,000	437,823	262,177
C/EP/0037	Back Courts/Lanes 22/23	A Sustainable and Low Carbon City	700,000	0	700,000	0	700,000
C/EP/0038	Recycling Improvement Fund	A Sustainable and Low Carbon City	3,830,493	20,830,493	-17,000,000	455,047	3,375,446
C/EP/0039	Closed Landfill - Critical Infrastructure Works	A Sustainable and Low Carbon City	2,375,528	0	2,375,528	57,953	2,317,575
C/EP/0040	Bin Hubs	A Sustainable and Low Carbon City	938,443	0	938,443	433,209	505,234
NEW 24/25	Bin Hub Rollout	A Sustainable and Low Carbon City	7,200,000	0	7,200,000	0	7,200,000

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
	Environmental Protection		54,145,855	21,932,855	32,213,000	39,785,423	14,360,432
C/LS/0181	Seven Lochs Wetland (Delivery)	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	8,779,258	8,557,785	221,473	7,976,452	802,806
C/LS/0189	Community Facilities & Open Spaces Programme	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	1,684,802	66,802	1,618,000	1,476,137	208,665
C/LS/0194	Parks & Open Spaces 2018/19	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	3,726,239	1,409,538	2,316,701	2,755,797	970,442
C/LS/0218	Transforming Pollok Park	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	4,670,000	1,670,000	3,000,000	2,903,615	1,766,385
C/LS/0220	Childrens Outdoor Play 2021/22	A Sustainable and Low Carbon City A Vibrant City Resilient and	1,235,327	441,488	793,839	331,400	903,927

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
		Empowered Neighbourhoods					
C/LS/0226	Renewal of Play Parks	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	636,399	33,399	603,000	295,502	340,897
C/LS/0227	Nature Restoration Fund	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	487,000	0	487,000	443,690	43,310
C/LS/0247	Nature Restoration Fund 22/23	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	132,000	0	132,000	101,718	30,282
C/LS/0248	Renewal of Play Parks 22/23	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	514,000	0	514,000	38,226	475,774
C/LS/0249	Neighbourhood Infrastructure Improvement Fund - Parks & Open Spaces	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	1,568,506	68,506	1,500,000	249,446	1,319,060

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/LS/0250	Food Growing 22/23	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	200,000	0	200,000	62,152	137,848
C/LS/0251	Wildflower Meadow/Green Connector 22/23	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	1,500,000	0	1,500,000	266,491	1,233,509
C/LS/0256	Renewal of Play Parks 2023-2026	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	5,140,000	0	5,140,000	193,682	4,946,318
C/LS/0263	Nature Restoration Fund 23/24	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	247,000	0	247,000	13,477	233,523
	Parks & Open Spaces		30,520,531	12,247,518	18,273,013	17,107,785	13,412,746
C/LS/0025	Traffic Management	A Sustainable and Low Carbon City	1,418,725	681,000	737,725	1,363,090	55,635
C/LS/0043	East End Regeneration Route	A Sustainable and Low Carbon City			57,498,820		3,994,968

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
			60,740,300	3,241,480		56,745,332	
C/LS/0138	Mandatory 20mph Zones	A Sustainable and Low Carbon City	750,000	0	750,000	525,913	224,087
C/LS/0156	Parking & Bus Lane Cameras	A Sustainable and Low Carbon City	1,921,732	0	1,921,732	1,583,941	337,791
C/LS/0165	NSGH Controlled Parking	A Sustainable and Low Carbon City	273,281	273,281	0	273,281	0
C/LS/0171	NHS Fastlink	A Sustainable and Low Carbon City	373,184	373,184	0	345,273	27,911
C/LS/0178	Cycling Strategy 2016-2025	A Sustainable and Low Carbon City	18,426,017	11,731,884	6,694,133	13,290,911	5,135,106
C/LS/0184	LED Street Lighting Investment Programme	A Sustainable and Low Carbon City	8,266,753	585,278	7,681,475	8,242,365	24,388
C/LS/0191	Roads & Footpath Investment 1819	A Sustainable and Low Carbon City	49,110,150	0	49,110,150	48,569,773	540,377
C/LS/0195	River Clyde Tidal Weir	A Sustainable and Low Carbon City	2,725,000	0	2,725,000	2,672,964	52,036
C/LS/0196	School Bike Library	A Sustainable and Low Carbon City	350,000	0	350,000	23,564	326,436
C/LS/0197	Crematoria Refurbishment	A Sustainable and Low Carbon City	9,374,000	0	9,374,000	4,923,529	4,450,471

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/LS/0200	Transport Vehicle & Fuel System (Transport Review)	A Sustainable and Low Carbon City	900,000	0	900,000	724,760	175,240
C/LS/0201	Street Cleaning Yotta	A Sustainable and Low Carbon City	2,300,000	0	2,300,000	2,146,967	153,033
C/LS/0205	Neighbourhoods Infrastructure 19/20	A Sustainable and Low Carbon City	9,216,586	0	9,216,586	8,120,185	1,096,401
C/LS/0206	Fuel Storage & Dispensing Infrastructure	A Sustainable and Low Carbon City	900,000	0	900,000	244,229	655,771
C/LS/0209	Spaces For People 20/21	A Sustainable and Low Carbon City	5,233,055	5,233,055	0	5,233,055	0
C/LS/0210	Switched On Towns & Cities	A Sustainable and Low Carbon City	5,196,000	3,900,000	1,296,000	4,872,872	323,128
C/LS/0215	Restricted Parking Zones	A Sustainable and Low Carbon City	1,370,000	0	1,370,000	634,233	735,767
C/LS/0216	Security	A Sustainable and Low Carbon City	80,000	0	80,000	26,317	53,683
C/LS/0221	SCSP 2021/22	A Sustainable and Low Carbon City	516,225	516,225	0	516,226	-1
C/LS/0223	CWSR 2021/22	A Sustainable and Low Carbon City	2,590,266	2,590,266	0	2,588,974	1,292
C/LS/0224	Bus Partnership Fund	A Sustainable and Low Carbon City	2,085,000	2,085,000	0	1,932,226	152,774

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/LS/0225	Hydrogen RCVs (CEF)	A Sustainable and Low Carbon City	7,000,000	0	7,000,000	0	7,000,000
C/LS/0228	EST 21/22 Switched On Fleets	A Sustainable and Low Carbon City	224,633	224,633	0	224,973	-340
C/LS/0229	Low Emission Zones 21/22	A Sustainable and Low Carbon City	900,000	900,000	0	598,275	301,725
C/LS/0230	20mph Zones	A Sustainable and Low Carbon City	2,357,971	257,971	2,100,000	254,389	2,103,582
C/LS/0231	LAIP 21/22	A Sustainable and Low Carbon City	125,000	125,000	0	124,999	1
C/LS/0232	Sustrans 2022/23	A Sustainable and Low Carbon City	6,537,612	6,537,612	0	372,595	6,165,017
C/LS/0233	Roads & Footway 22/23	A Sustainable and Low Carbon City	23,800,000	0	23,800,000	16,266,659	7,533,341
C/LS/0234	Lighting 22/23	A Sustainable and Low Carbon City	7,500,000	0	7,500,000	300,000	7,200,000
C/LS/0235	Structures 22/23	A Sustainable and Low Carbon City	9,300,000	0	9,300,000	2,998,272	6,301,728
C/LS/0236	Active Travel 22/23	A Sustainable and Low Carbon City	15,790,000	0	15,790,000	2,020,826	13,769,174
C/LS/0237	Tidal Weir 22/23	A Sustainable and Low Carbon City	4,000,000	0	4,000,000	108,279	3,891,721

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/LS/0238	Transport Strategy 22/23	A Sustainable and Low Carbon City	530,000	0	530,000	27,511	502,489
C/LS/0239	Fleet Investment 22/23	A Sustainable and Low Carbon City	9,636,000	0	9,636,000	787,674	8,848,326
C/LS/0240	Neighbourhood Infrastructure Improvement Fund - AP	Resilient and Empowered Neighbourhoods A Sustainable and Low Carbon City	17,000,000	0	17,000,000	718,562	16,281,438
C/LS/0241	Traffic Calming Measures 22/23	A Sustainable and Low Carbon City	500,000	0	500,000	140,549	359,451
C/LS/0242	Traffic Signals	A Sustainable and Low Carbon City	1,000,000	0	1,000,000	357,219	642,781
C/LS/0243	Clyde Tunnel 22/23	A Sustainable and Low Carbon City	3,450,000	0	3,450,000	634,753	2,815,247
C/LS/0244	SPT 2022/23	A Sustainable and Low Carbon City	1,218,486	1,218,486	0	1,218,486	0
C/LS/0245	CWSR 2022/23	A Sustainable and Low Carbon City	3,773,147	3,773,147	0	3,773,614	-467
C/LS/0246	SCSP 2022/23	A Sustainable and Low Carbon City	514,752	514,752	0	514,788	-36
C/LS/0252	Rooftop Solar on Council Buildings	A Sustainable and Low Carbon City	2,000,000	0	2,000,000	50,000	1,950,000
C/LS/0253	Liveable Neighbourhood Fund	Resilient and Empowered Neighbourhoods	1,700,000	0	1,700,000	0	1,700,000

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
		A Sustainable and Low Carbon City					
C/LS/0254	EST 22/23 SOF	A Sustainable and Low Carbon City	202,523	202,523	0	202,523	0
C/LS/0255	City Centre Transformation Plan	Resilient and Empowered Neighbourhoods A Sustainable and Low Carbon City	450,000	450,000	0	334,644	115,356
C/LS/0257	SPT 2023/24	A Sustainable and Low Carbon City	2,301,637	2,301,637	0	2,069,994	231,643
C/LS/0258	CWSR 2023/24	A Sustainable and Low Carbon City	3,841,408	3,841,408	0	3,841,408	0
C/LS/0259	Sustrans 2023/24	A Sustainable and Low Carbon City	5,087,166	5,087,166	0	266,455	4,820,711
C/LS/0260	Active Travel Transformation Fund 23/24	A Sustainable and Low Carbon City	4,107,500	4,107,500	0	1,420,442	2,687,058
C/LS/0261	SCSP 2023/24	A Sustainable and Low Carbon City	619,200	619,200	0	497,705	121,495
C/LS/0262	Road Safety Improvement Fund 23/24	A Sustainable and Low Carbon City	957,418	957,418	0	957,418	0
C/LS/0264	Net Zero Routemap	A Sustainable and Low Carbon City	300,000	0	300,000	0	300,000
NEW 24/25	Enhanced Parking Management Measures	A Sustainable and Low Carbon City	1,393,000	0	1,393,000	0	1,393,000

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
NEW 24/25	LED Street Lighting Conversion	A Sustainable and Low Carbon City	8,930,000	0	8,930,000	0	8,930,000
	Roads and Transport		331,163,727	62,329,106	268,834,621	206,682,992	124,480,735
	Environmental Protection / Parks and Open space / Roads and Transport Grand Total		415,830,113	96,509,479	319,320,634	263,576,200	152,253,913

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/CE/0015	Governance Recharge to Capital	A Well Governed City that Listens and Responds	3,550,000.00	0	3,550,000	3,550,000	0
C/DR/0094	CGF 08/09 Broomielaw Pavilion	A Thriving Economy / A Vibrant City	500,000.00	0	500,000	463,539	36,461
C/DR/0115	BGF 2009/11 Govan Town Centre	A Thriving Economy / A Vibrant City	4,282,185.00	1,578,150	2,704,035	3,560,432	721,753
C/DR/0116	BGF 2009/11 East End Land Initiatives	A Thriving Economy	27,911,222.00	3,068,329	24,842,893	27,139,107	772,115
C/DR/0136	BGF 2009/11 Clyde Waterfront Programme	A Thriving Economy / A Vibrant City	7,274,917.00	3,600,000	3,674,917	6,857,592	417,325

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0175	Parkhead Townscape Heritage Phase 2 (Second Investment Programme)	A Thriving Economy / A Vibrant City	4,719,122.00	3,319,122	1,400,000	4,456,976	262,146
C/DR/0188	Calton/Barras Action Plan	A Thriving Economy / Resilient and Empowered Neighbourhoods	5,326,443.00	1,605,116	3,721,327	4,168,770	1,157,673
C/DR/0192	Strategic Public Realm	A Thriving Economy	3,103,175.00	1,196,134	1,907,041	2,489,713	613,462
C/DR/0193	Contribution to Innovation Centre	A Thriving Economy	1,500,000.00	0	1,500,000	1,476,271	23,729
C/DR/0199	City Centre Regeneration	A Thriving Economy / A Vibrant City	6,896,187.00	35,000	6,861,187	4,189,272	2,706,915
C/DR/0213	Briggait Creation Centre - GCC Contribution	A Vibrant City	3,292,000.00	2,292,000	1,000,000	1,957,238	1,334,762
C/DR/0216	Vacant & Derelict Land 2016/17	A Thriving Economy	1,890,815.00	2,574,815	-684,000	1,686,466	204,349
C/DR/0217	Govan THI/CARS Phase 2	A Thriving Economy / A Vibrant City	4,325,922.00	2,899,665	1,426,257	4,316,666	9,256
C/DR/0218	Regeneration Capital Grant Fund 2016/17	Resilient and Empowered Neighbourhoods	2,130,804.00	2,130,804	0	1,974,460	156,344
C/DR/0221	White Cart Flood Prevention (Ph3) Exp	A Thriving Economy / A Sustainable and Low Carbon City	8,563,760.00	743,000	7,820,760	8,535,994	27,766

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0224	Vacant & Derelict Land 2017/18	A Thriving Economy / A Sustainable and Low Carbon City	3,168,403.00	3,114,403	54,000	3,025,835	142,568
C/DR/0225	Clay Pits - NGIWMS	A Thriving Economy	1,416,978.00	1,416,978	0	1,225,124	191,854
C/DR/0228	Regeneration Capital Grant Fund 2018/19	Resilient and Empowered Neighbourhoods	2,245,085.00	2,245,085	0	455,537	1,789,548
C/DR/0229	Vacant & Derelict Land Fund 2018/19	A Thriving Economy / A Sustainable and Low Carbon City	2,952,000.00	2,952,000	0	2,202,374	749,626
C/DR/0230	River Clyde Flood Management Studies	A Thriving Economy / A Sustainable and Low Carbon City	417,000.00	367,000	50,000	317,732	99,268
C/DR/0232	Regeneration Capital Grant Fund 2019/20	Resilient and Empowered Neighbourhoods	8,322,445.00	8,322,445	0	6,863,094	1,459,351
C/DR/0233	Vacant & Derelict Land Fund 2019/20	A Thriving Economy / A Sustainable and Low Carbon City	3,589,000.00	3,528,000	61,000	2,026,337	1,562,663
C/DR/0234	Town Centre Fund 2019/21	A Thriving Economy	3,193,974.00	3,106,000	87,974	3,128,126	65,848
C/DR/0236	Vacant & Derelict Land Fund 2020/21	A Thriving Economy / A Sustainable and Low Carbon City	2,316,000.00	2,316,000	0	1,098,784	1,217,216

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0237	Regeneration Capital Grant Fund 2020/21	Resilient and Empowered Neighbourhoods	1,216,177.00	1,216,177	0	582,683	633,494
C/DR/0238	Clyde Mission Funding 2020/21	A Thriving Economy	4,945,382.00	4,945,382	0	4,231,250	714,132
C/DR/0239	Regeneration Capital Grant Fund 2021/22	Resilient and Empowered Neighbourhoods	4,812,600.00	4,812,600	0	1,823,559	2,989,041
C/DR/0240	The Place Fund	A Thriving Economy	6,526,865.00	6,916,000	-389,135	1,707,098	4,819,767
C/DR/0241	Camlachie - Phase 3	A Thriving Economy / A Sustainable and Low Carbon City	3,000,000.00	750,000	2,250,000	10,000	2,990,000
C/DR/0242	Vacant and Derelict Land Fund 2021/22	A Thriving Economy / A Sustainable and Low Carbon City	2,159,000.00	2,159,000	0	1,130,912	1,028,088
C/DR/0243	Vacant and Derelict Investment Programme 2021/22	A Thriving Economy / A Sustainable and Low Carbon City	450,474.00	450,474	0	0	450,474
C/DR/0244	Clyde Gateway - Regeneration	A Thriving Economy	3,200,000.00	0	3,200,000	2,400,000	800,000
C/DR/0246	Flood Prevention Schemes	Resilient and Empowered Neighbourhoods	7,750,000.00	0	7,750,000	0	7,750,000
C/DR/0247	Vacant and Derelict Land Fund 2022/23	A Thriving Economy / A Sustainable and Low Carbon City	1,934,000.00	2,159,000	-225,000	850,000	1,084,000

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure e £	Expenditure incurred to Date £	Balance remaining £
C/DR/0248	Improving the Condition and Energy Efficiency of Pre-1919 Housing	A Sustainable and Low Carbon City	2,000,000.00	0	2,000,000	1,000,000	1,000,000
C/DR/0249	Capelrig/ Auldhouse Burn	A Thriving Economy / Resilient and Empowered Neighbourhoods	185,375.00	185,375	0	36,155	149,220
C/DR/0250	Vacant and Derelict Land Investment Programme 23/24	A Thriving Economy / A Sustainable and Low Carbon City	5,570,891.00	5,570,891	0	73,116	5,497,775
C/DR/0253	Shared Prosperity Fund	A Thriving Economy / Resilient and Empowered Neighbourhoods	1,567,000.00	1,567,000	0	0	1,567,000
C/DR/0254	The Place Fund 2023/24	A Thriving Economy	1,860,000.00	2,242,000	-382,000	164,700	1,695,300
C/DR/0255	Vacant and Derelict Land Fund 23/24	A Thriving Economy / A Sustainable and Low Carbon City	1,822,150.00	1,950,000	-127,850	831,039	991,111
C/DR/0256	Govan Heritage Development	Resilient and Empowered Neighbourhoods	179,765.00	87,900	91,865	73,719	106,046
C/DR/0257	RCGF 2023/24	Resilient and Empowered Neighbourhoods	1,965,354.00	1,965,354	0	144,621	1,820,733

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0258	Drumchapel LUF	A Thriving Economy / Resilient and Empowered Neighbourhoods	16,759,071.00	15,094,666	1,664,405	115,020	16,644,051
	Total NRS Regeneration		180,791,541.00	104,481,865	76,309,676	112,339,311	68,452,230
R/CP/0001	Life Cycle Maintenance Programmes	A Well Governed City that Listens and Responds	13,596,480.00	96,480	13,500,000	11,865,719	1,730,761
C/CE/0014	Demolition/Surplus Asset Fund - City Property 2014/15	A Well Governed City that Listens and Responds	1,502,700.00	0	1,502,700	1,422,509	80,191
C/DR/0400	Invest to Improve - Land & Property Fund	A Well Governed City that Listens and Responds	3,245,000.00	245,000	3,000,000	3,177,571	67,429
C/DR/0402	Community Hub Programme Phase 1	A Well Governed City that Listens and Responds	34,015,595.00	15,680,000	18,335,595	4,301,718	29,713,877
C/DR/0405	N&S Residential Property Investment	A Well Governed City that Listens and Responds	459,000.00	0	459,000	460,544	-1,544
C/DR/0406	N&S Depot Improvements	A Well Governed City that Listens and Responds	7,475,039.00	0	7,475,039	5,969,774	1,505,265
C/DR/0407	Glasgow Life General Capital Investment	A Well Governed City that Listens and Responds	15,748,391.00	0	15,748,391	5,715,467	10,032,924

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0408	P&LS General Estate Compliance Works	A Well Governed City that Listens and Responds	4,513,000.00	0	4,513,000	2,909,872	1,603,128
C/DR/0409	P&LS Pollok House	A Well Governed City that Listens and Responds	4,066,785.00	0	4,066,785	1,245,404	2,821,381
C/DR/0410	P&LS City Chambers Complex Investment	A Well Governed City that Listens and Responds	1,847,928.00	0	1,847,928	1,495,471	352,457
C/DR/0411	GCC Contribution to Citizens Theatre	A Well Governed City that Listens and Responds	10,082,000.00	5,000,000	5,082,000	10,082,000	0
C/DR/0412	Acquisition of land at Riverside Museum	A Well Governed City that Listens and Responds	20,000.00	0	20,000	0	20,000
C/DR/0413	Property Sale & Leaseback Fund	A Well Governed City that Listens and Responds	22,000,000.00	0	22,000,000	11,532,486	10,467,514
C/DR/0414	CBG Training Academy	A Well Governed City that Listens and Responds	7,500,000.00	0	7,500,000	7,465,715	34,285
C/DR/0415	P&ALS Boiler Renewal	A Well Governed City that Listens and Responds	5,500,000.00	0	5,500,000	3,520,450	1,979,550
C/DR/0416	Kelvinhall Film & TV Studio	A Well Governed City that Listens and Responds / A Thriving Economy	14,974,477.00	7,974,477	7,000,000	15,018,000	-43,523
C/DR/0417	P&LS Pollok Stables & Courtyard	A Well Governed City that Listens and Responds / A Thriving Economy	14,549,978.00	13,049,978	1,500,000	2,902,575	11,647,403

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0418	NRS Depot Investment 22/23	A Well Governed City that Listens and Responds / A Thriving Economy	37,000,000.00	0	37,000,000	2,331,168	34,668,832
C/DR/0420	City Centre & Compliance 22/23	A Well Governed City that Listens and Responds / A Thriving Economy	5,300,000.00	0	5,300,000	2,094,090	3,205,910
C/CU/0085	Community Assets	A Well Governed City that Listens and Responds / Resilient and Empowered Neighbourhoods	58,087,377.00	0	58,087,377	38,386,718	19,700,659
	Total NRS - Property & Land Services		261,483,750.00	42,045,935	219,437,815	131,897,251	129,586,499
C/DR/0300	City Deal - MGSDP	A Thriving Economy / A Sustainable and Low Carbon City	49,647,400.00	38,855,289	10,792,111	45,754,336	3,893,064
C/DR/0301	City Deal - Collegelands, Calton / Barras	A Thriving Economy / A Vibrant City / A sustainable and Low Carbon City	8,648,270.00	6,838,470	1,809,800	7,986,232	662,038
C/DR/0302	City Deal - Clyde Waterfront & West End	A Thriving Economy / A Vibrant City / A sustainable and Low Carbon City	58,309,143.00	45,321,458	12,987,685	50,397,335	7,911,808

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0303	City Deal - City Centre	A Thriving Economy / A Vibrant City / A sustainable and Low Carbon City	73,531,015.00	44,408,132	29,122,883	27,427,585	46,103,430
C/DR/0304	City Deal - Canal & North Gateway	A Thriving Economy / A Vibrant City / A sustainable and Low Carbon City	12,165,000.00	10,419,500	1,745,500	10,426,574	1,738,426
C/DR/0305	City Deal - Sighthill	A Thriving Economy / A Vibrant City / A sustainable and Low Carbon City	168,581,867.00	90,205,063	78,376,804	167,978,748	603,119
C/DR/0306	City Deal - Metro	A Thriving Economy / A sustainable and Low Carbon City	12,375,000.00	220,000	12,155,000	227,490	12,147,510
	Total NRS - City Deal		383,257,695.00	236,267,912	146,989,783	310,198,300	73,059,395
	Environmental Protection / Parks and Open space / Roads and Transport Grand Total		415,830,113	96,509,479	319,320,634	263,576,200	152,253,913
	NRS Regeneration /Property and Land Services / City Deal		825,532,986	382,795,712	442,737,274	554,434,862	271,098,124
	NRS GRAND TOTAL		£1,241,363,099	£479,305,191	£762,057,908	£818,011,062	£423,352,037

APPENDIX 4: COMMUNICATION AND ENGAGEMENT

Please email the address below for any queries you may have in relation to the ASPIR 2024/25:

NRSCommunications@glasgow.gov.uk

Your request will be directed to the relevant officer.

You will receive a response within 28 working days.

2 Policy and Resource Implications

Resource Implications:

Financial: None, this report sets out the budgets for the service as formally agreed by Council as part of the annual budget process.

Legal: None

Personnel: None

Procurement: None

Council Strategic Plan: Activities outlined in this report will primarily impact on the following Grand Challenges and Missions:

- Fight the climate emergency in a just transition to a net zero Glasgow.
 - Deliver sustainable transport and travel aligned with the city region.
 - Become a net zero carbon city by 2030.
- Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.
 - Create safe, clean and thriving neighbourhoods.
 - Run an open, well governed council in partnership with all our communities.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.

Yes, several activities support GCC Equality Outcomes, NRS supports or leads on:

- Outcome 1 – Support to enter employment or training.
- Outcome 2 – Design of service delivery across the Council family.
- Outcome 4 - Women's Services.
- Outcome 5 - Hate Crime.

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

Where individual options summarised in the ASPIR have service change implications they will require to carry out an EQIA.

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

No direct socio-economic impact.

Climate Impacts:

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

Several strategies and actions detailed in this report will support Climate Plan actions. This includes Circular Economy Route Map and Action Plan, Resource and Recycling Strategy, Open Space Strategy, Local Biodiversity Action Plan and flood prevention activity.

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

There are several strategies and actions detailed in this report which will have positive climate impacts including the Climate Adaptation Plan, Affordable Warmth Programme, Liveable Neighbourhoods Programme, Circular Economy and activities which enhance biodiversity and habitat connectivity.

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

Several activities detailed in this report will impact on Glasgow's net zero carbon target. This includes strategies and projects which will deliver sustainable travel including the Active Travel Strategy, City Centre Transformation Plan, Low Emission Zone, Fleet Strategy and the Electric Vehicle charging network.

Privacy and Data Protection impacts:

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

No

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

3 Recommendations

The committee is asked to consider and discuss the contents of the attached report.