

Item 4

26th August 2025



Glasgow City Council

Environment and Liveable Neighbourhoods City Policy Committee

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

Contact: Elaine Parkes

Ext: 0141 276 7737

NEIGHBOURHOODS, REGENERATION AND SUSTAINABILITY: ANNUAL BUSINESS PLAN 2025-26

Purpose of Report:

The report presents the 2025-26 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 ☐

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 2025– 2026 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 continues 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 welcome the investment awarded to the Service for 2025/26. The investment will be directed to enhancing and improving neighbourhoods by providing frontline services with investment within NRS. Key investments include:

- £2.3 million for New Neighbourhood Clean Teams
- £1.5 million for Nightshift Street Scene Teams
- £1.6 million for Parks operatives
- £3 million Capital Investment in Parks and Open Spaces
- £1.1 million for Deep Clean Teams
- £0.2 million in additional Pest Control staff
- £0.3 million for an increase in Enforcement Officers
- £20 million for roads, pavements and carriageways
- £8 million capital for climate emergency initiatives, including £4 million Scottish Government funding
- £10 million to bring back property and land into productive use
- £1 million investment in a Rapid Repairs Fund and City Centre Improvement Grant

The scale of this investment is significant, allowing NRS to enhance our service delivery and respond to feedback from citizens and elected members and deliver a positive impact to our city. This investment will enable the Service to deliver key priority commitments.

We continue to focus our efforts in 2025/26 in delivering the priority commitment in relation to the refurbishment of George Square. The main contract for George Square and the surrounding streets has been awarded. Work commenced in May 2025; statues have been removed. The expected completion of the Square is August 2026. Surrounding streets will also be transformed with the creation of Avenues. St Vincent Place and West George Street are also due for completion in August 2026, and Cochrane Street and the sections of George Street and North Hanover Street scheduled for completion in the Spring of 2027.

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 continuation of the introduction of a Twin Stream Recycling Service and the roll out of the Bin Hubs to the Southside of the City by March 2026. Work will continue in 2025- 2026 in relation to the re-development of Easter Queenslie Material Recovery Facility (MRF) including the reconfiguration of the household waste recycling centre.

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.

We will continue our work in producing the new City Development Plan 2, with estimated adoption in 2027. The Evidence Report has been approved by the Scottish Ministers in April 2025. Further internal consultation will take place during Q3 and Q4 25/26 and additional engagement continues with elected Members through the City Development Plan Working Group. The next step in the process is to produce the Proposed Plan which will require further external public consultation after Council approval.

We have a significant number of active travel projects and initiatives are underway and will continue into this year. The Connecting Woodside active travel project has delivered improvements and construction started this year on the next phase of a new active travel corridor on St George's Road connecting Sauchiehall Street with Garscube Road in the north of the city. This year will also see construction starting on the first phase of Connecting Yorkhill and Kelvingrove and the second stage of the Byres Road redevelopment is also scheduled to begin later in the year.

Our commitment to delivering the Climate Plan is still progressing. A full review of the Climate Plan is currently underway. It has been agreed that actions will be revised, and the Plan will continue to have an aspiration for a net zero carbon city by 2030. It will refer to policies and strategies already approved and in place. However, target dates and key metrics will be amended and new activities added. It is anticipated this will be presented to Net Zero and Climate Progress Monitoring City Policy Committee in November 2025.

George Gillespie

Executive Director, Neighbourhoods, Regeneration and Sustainability

SECTION 1: RESOURCES AND ORGANISATION

Service Structure and Resources

Neighbourhoods and Communities

- [Waste Management](#)
- [Parks](#) and Streetscene
- Communities and Regulatory Services

Roads and Transportation

- Sustainable Transport, [Traffic](#) and [Parking](#)
- [Roads Asset Management](#)
- [Fleet Asset Management](#)

Finance, Governance and Transformation

- Business Support

[Clyde Metro](#)

Development and Regeneration

- [Housing](#)
- [Planning](#)
- Development Programme
- [Building Standards and Public Safety](#)

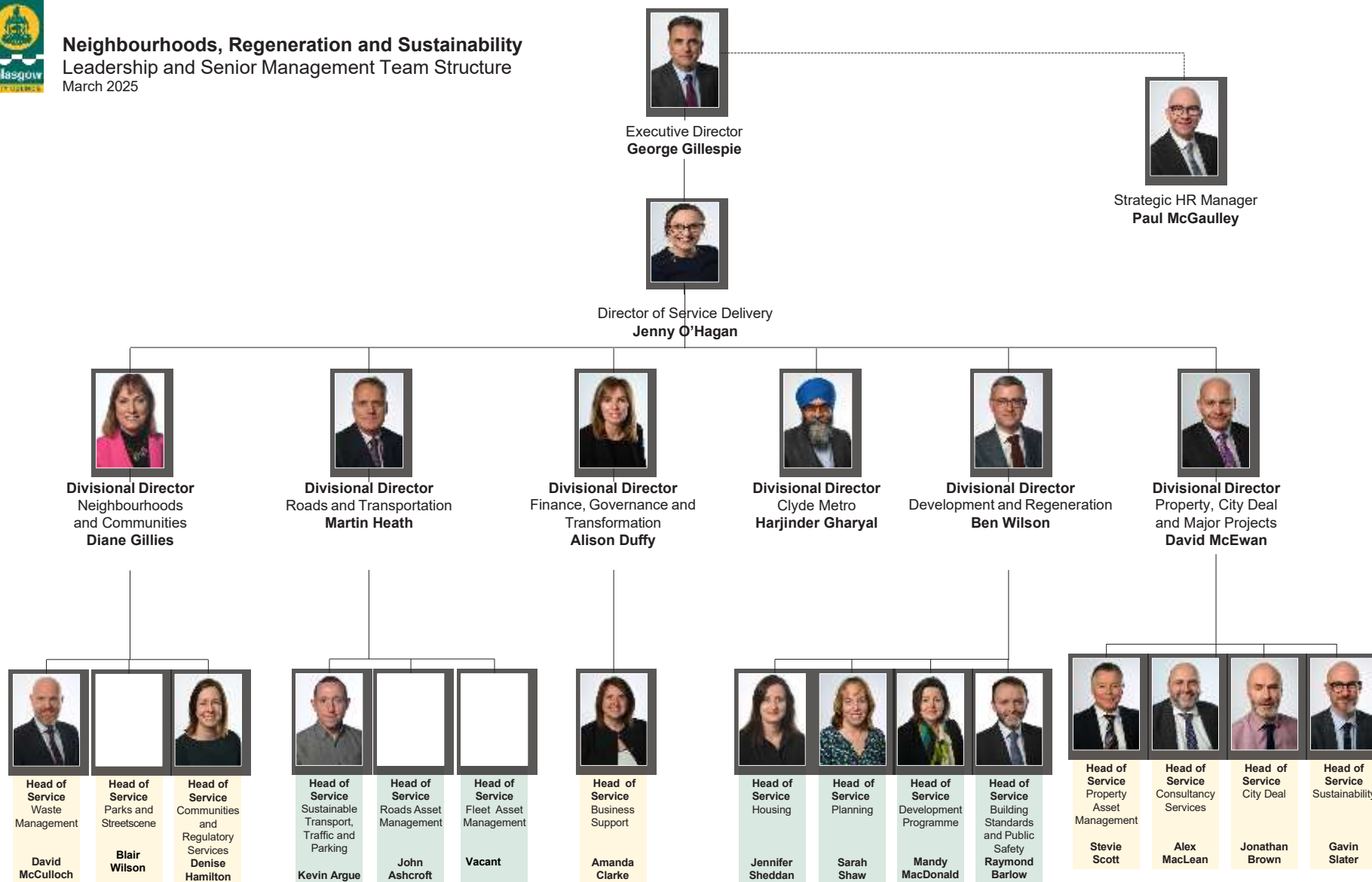
Property, City Deal and Major Projects

- Property Asset Management
- Consultancy Services
- [City Deal](#)
- [Sustainability](#)

A full breakdown of NRS staff by gender, ethnicity and disability is included in [Appendix 1](#).



Neighbourhoods, Regeneration and Sustainability
Leadership and Senior Management Team Structure
March 2025



Financial Resources

The table below shows NRS expenditure per service area.

2024/25 Annual Budget £	Expenditure	2025/26 Annual Budget £
121,739,100	Housing Investment	122,034,500
9,092,800	Planning and Building Standards	9,443,500
11,419,100	Consultancy Services	12,266,600
56,540,200	Roads Operations	48,379,100
969,300	Sustainability	1,065,700
77,066,100	Refuse Collection and Disposal	84,375,600
22,473,600	Streetscene	25,491,900
25,371,200	Parks and Open Spaces	28,707,700
23,216,200	Community Safety	21,224,500
11,762,500	Business Support	15,888,600
193,763,400	Property Asset Management	207,531,700
11,057,300	Regulatory	11,491,200
13,787,200	Transport	14,657,100
578,258,000	Direct Departmental Expenditure	602,557,700
102,898,600	Central Charges	110,740,500
681,156,600	Total Expenditure	713,298,200
	Income	
122,609,700	Housing Investment	122,545,000
6,817,700	Planning and Building Standards	7,001,700
8,700,600	Consultancy Services	8,700,600
62,699,100	Roads Operations	55,697,400
593,900	Sustainability	605,800
11,648,600	Refuse Collection and Disposal	24,301,000
114,400	Streetscene	114,700
10,800,600	Parks and Open Spaces	10,965,100
11,318,900	Community Safety	10,514,800
343,200	Business Support	427,100
129,872,400	Property Asset Management	125,202,300
3,652,900	Regulatory	3,686,400
13,721,100	Transport	13,334,800
382,893,100	Direct Departmental Income	383,096,700
195,364,900	Direct Departmental Net Expenditure	219,461,000
298,263,500	Net Expenditure	330,201,500

The table below shows NRS expenditure split by spend type.

2024/25 Annual Budget £	Expenditure	2025/26 Annual Budget £
159,274,900	Employee Costs	170,704,400
105,276,600	Premises Costs	116,282,500
21,564,300	Transport and Plant	22,604,900
108,841,800	Supplies and Services	116,851,100
76,315,400	Third Party Payments	74,517,400
173,700	Support	41,000
115,825,000	Transfer Payments	115,824,900
(9,152,900)	Transfer to Capital	(14,559,000)
139,200	Capital Financing Costs	290,500
578,258,000	Direct Departmental Expenditure	602,557,700
102,898,600	Central Charges	110,740,500
681,156,600	Total Expenditure	713,298,200
382,893,100	Direct Departmental Income	383,096,700
195,364,900	Direct Departmental Net Expenditure	219,461,000
298,263,500	Net Expenditure	330,201,500
2024/25 Final Outturn		£m
Actual Net Expenditure		201.9
Estimated Net Expenditure		168.8
Variance (Overspend)		33.1

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.

Grand Challenge 3: 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. Going forward in 2025/26, NRS will focus on a breadth of projects and initiatives which will advance our aim of becoming a net zero city by 2030.

Active Travel

A significant number of [active travel projects and initiatives](#) are underway and will continue into this year. The Connecting Woodside active travel project has delivered improvements and construction started this year on the next phase of a new active travel corridor on St George's Road connecting Sauchiehall Street with Garscube Road in the north of the city. This year will also see construction starting on the first phase of [Connecting Yorkhill and Kelvingrove](#) and the second stage of the Byers Road redevelopment is also scheduled to begin later in the year.

Climate Plan

A full review of the Climate Plan is currently underway. It has been agreed that actions will be revised and the Plan will continue to have an aspiration for a net zero carbon

city by 2030. It will essentially be a 'Plan of Plans' and refer to policies and strategies already approved and in place. However, target dates and key metrics will be amended and new activities added. The revised Climate Plan is scheduled to be presented to committee for approval in 2025. A full update on progress was presented to [Net Zero and Climate Progress Committee](#) in April 2025.

Renewable Energy

There will also be a focus on solar photovoltaic (PV) power generation. This is a proven renewable energy technology that, when retrofitted on the Council estate, delivers annual reductions in emissions associated with the Council's electricity usage. Eight council buildings were identified for Phase 1 of PV installation and detailed feasibility studies have been undertaken on a further 38 GCC properties for future phases. NRS will continue to manage delivery of Phase 1, progress the exploration of financial options and procurement and delivery options for the progression of future sites subject to full feasibility studies. A full update and on progress, future phases and next steps was presented to [Net Zero and Climate Progress Monitoring Committee](#) in April 2025.

Cycle Storage

The [cycle storage scheme](#) will be significantly expanded with the roll out of an additional 500 new on street cycle storage units. This expansion will provide up to 3000 safe storage spaces in total for people who live in flatted accommodation. Demand for this service has been high with 96% of spaces occupied on average and almost 3000 names currently on the waiting list.

Heritage Assets

[Significant progress](#) has already been made on delivering actions within the city's Heritage Asset Plan with further work planned for the coming year. This will include an assessment of all council owned heritage assets in accordance with a defined methodology, consideration of the views of all stakeholders and have a focus on assets which can be used to support the local community. An assessment of the long-term investment requirements will also be developed, and a refresh of the Heritage Asset Plan will be undertaken to ensure it has awareness of the fact we are in the midst of a climate emergency. A full update on progress and the next steps was presented to [Environment and Liveable Neighbourhoods Committee](#) in March 2025.

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

NRS contribution to this Grand Challenge focuses on the creation of safe, clean and thriving neighbourhoods. Going forward in 2025/26, NRS will focus on a range of projects and initiative which will progress this Grand Challenge.

George Square

The transformation of [George Square](#) will begin onsite this year. The main [contract](#) for George Square and the surrounding streets has been awarded. Hoardings are up, statue removal is scheduled for May 2025, and the contract will begin in June 2025 with expected completion of the Square by August 2026. Surrounding streets will also be transformed with the creation of Avenues. St Vincent Place and West George Street are due for completion in August 2026, and Cochrane Street and the sections

of George Street and North Hanover Street scheduled for completion in the Spring of 2027.

Affordable Homes

Responding to Glasgow's housing and homelessness pressures will continue to be a focus during 2025/26. In 2024/25, 446 [affordable homes](#) were approved, 727 started work on site, and 1,011 completed during the year. Work will continue with Registered Social Landlords to increase the supply of affordable housing in the city through the Affordable Housing Supply Programme, including affordable wheelchair accessible and larger family homes designed to high sustainability standards. Targets for 2025/26 will be finalised in summer 2025 after consultation with the Scottish Government.

Empty Homes

[Empty Homes](#) are identified as a strategic and cross cutting critical success factor for delivering priorities outlined in the [Local Housing Strategy](#). Repurposing of vacant buildings and former office accommodation for housing in the city centre will be taken forward this year. A City Centre Development Team Housing sub group has been established and the first pilot project at St Enoch's Square, which will convert vacant upper story accommodation into flats, is being taken forward. A planning application will be submitted, and a proposed site start is planned for 2025/26. The Sauchiehall Street Culture and Heritage District will become the next area of focus. Officers from NRS Housing Services are working closely with colleagues in Glasgow Life on a future funding bid to the National Lottery Heritage Fund targeting this area.

City Development Plan

Work is ongoing in producing the new City Development Plan 2, with estimated adoption in 2027. The Evidence Report has been approved by the Scottish Ministers in April 2025. Further internal consultation will take place over Q3 and Q4 25/26 and additional engagement continues with elected Members through the City Development Plan Working Group. The next step in the process is to produce the Proposed Plan which will require further external public consultation after Council approval.

Twin Stream Recycling Service

NRS will continue to advance the Resource and Recycling Strategy 2020 – 2030. Over the next year, the city-wide twin stream recycling service and communication campaign will continue with planning already underway to introduce a comprehensive twin stream recycling service to flats. The [south west](#) of the city will be the first area to receive an area wide roll out of this service. A [contract](#) was also awarded for the design, supply and installation of a Materials Recovery Facility. This will replace the existing facility at Blochairn and have the capability to process up to 50K tonnes per annum of fibre and containers material collected as part of the new twin stream recycling service.

Feminist Urbanism

A political oversight group was set up for officer and cross-party elected member working in 2023, which enabled discussion of delivery on the aims of the feminist city. The purpose of the group is to provide strategic leadership, engage with elected members, council officers and other relevant stakeholders, to adopt a feminist town planning approach. Focus of the Working Group has been on delivering improvements to public spaces through a range activities including lighting in parks, improved play

areas with girls in mind and feminist city training for senior officers and elected members. Going forward, the Working Group will continue to develop the different strands of delivery of the Feminist City. This will include the creation of a Gender Strategy which will cover how the Council delivers all its services and further training through a GOLD course. Benchmarking and collaboration with other cities on feminist actions and policy approach will also continue throughout the coming year. A full update was presented to [Economy, Housing, Transport and Regeneration](#) committee in April 2025.

Appendix 2 provides information on the actions which will be undertaken during 2025/26 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 the Commonwealth Games Service Priority. The 23rd Commonwealth Games will be held in Glasgow over 11 days in July / August 2026. It will include 10 sports in 4 venues with up to 3000 athletes from 74 nations and territories across the Commonwealth.

Glasgow is only the third city in history to hold the Games twice. The experience gained from the previous games in 2014; Glasgow's world class venues and infrastructure and the pioneering leaner and more sustainable model being adopted for major events will ensure the success of the Games.

A range of activities will be undertaken throughout 2025/26 to progress the Commonwealth Games and these are noted below.

Service Priorities			
Service Activity	Actions	Milestones 2025-26	Planned Activity
Support to delivery of Commonwealth Games 2026	Establish an operational sub-group to discuss all the plans in advance of the Games. Establish a licensing sub-group to manage and co-ordinate NRS services. Co-ordinate GCC CWG SRO functions via DH.	Groups to be established by September 2025.	Ongoing engagement with CWG team 1 Year to go support July 2025

Staff Survey

Staff Training and Development

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.

In 2024-25 NRS, HSCP and other GCC staff continued to participate in a programme of technical, practical and administrative learning events, delivered through the Council's training facility at Daldowie. This included Drivers Certificate of Professional Competence (CPC), HAUC Streetworks Signing & Guarding and associated frontline operational training activities and mandatory Health & Safety Training. Training of fleet mechanics on the new electric vehicle fleet continued throughout 2024-25 and this activity will continue in 2025-26.

A total of nine staff members are already studying for a BA (Hons) in Business Management with one due to complete in June 2025. Two staff members successfully completed their BA (Hons) in Business Management in November 2024. A further two staff members are already studying for a BEng (Hons) Civil Engineering, and it is hoped that an additional two staff members will be supported in making application for and commencing study for BEng (Hons) Civil Engineering in September 2025. Two Trainee Planner posts have been created to benefit from and support the new University of West of Scotland Town Planning workplace learning degree.

PCR Performance

Leadership supported the delivery of refresher training sessions held in March 2025 for all NRS line managers, confirming the mandatory nature of PCR participation for all NRS employees. The benefits of participation in the PCR process have been highlighted with a commitment sought for all staff and managers to participate in this valuable activity in April and May 2025. This is deemed a priority and will ensure NRS operates a consistent approach to maximise the contribution of staff through coaching and development.

Attendance Management

NRS continued to comply with the Council's Supporting Attendance Policy and utilised the resources of the employee assistance provider, PAM Assist and the occupational health provider, People Asset Management.

The delivery of three online Supporting Attendance sessions was compulsory for NRS line managers in September 2024, with 367 line managers participating in the sessions. This was followed by the delivery of My Portal Training sessions on Recording Absence and Absence Reporting in October and November 2024, to better

inform and support Chief Position Holders, with 58 participating in the three sessions provided.

Two online information sessions were delivered by the Council's contracted Employee Assistance Provider, PAM Assist for line managers in October and November 2024, with 166 line managers participating in the sessions. Wellness Action Plan (WAP) sessions were held via Teams in November 2024, to support line managers engage with their employees. 140 line managers participated over two sessions. There is 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 up 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, which in turn leads to greater productivity, better performance and increased job satisfaction. A Peer Support Session was offered via Teams in December 2024 to our 38 Accredited Scottish Mental Health First Aiders and 4 Level 6 Mental Health trained colleagues to ensure that they are adequately supported in supporting others.

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 520 vouchers requested in the Autumn of 2024, an increase in requests reflecting reduced wider provision from the NHS (427 vouchers requested in 2023).

Staff Health and Wellbeing Initiatives

The NRS People Project was launched in late 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. Successes have been seen, however, it is recognised that additional work is required to ensure enduring change.

The Project came to an end at the end of 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: -

NRS People Health and Wellbeing Roadshows

Twelve roadshows have been delivered since September 2024, reaching colleagues in Parks, Refuse, Streetscene and Parking Enforcement. The full list of locations visited are:

- Cadogan Street Parking Services
 - Shieldhall Recycling Centre
 - Gartcraig Depot
 - Western Cleansing Depot
 - Easter Queenslie Depot
 - Eastern Depot
 - St Rollox Operational Centre
 - Victoria Park Depot
 - Eastgate, London Road
 - Exchange House, George Street
 - Dawsholm Recycling Centre
 - Polmadie Recycling Centre
- These events reached over 400 members of staff.
 - Delivered 119 nurse appointments, and around 100 professional seated massages.
 - 42% of nurse appointments resulted in further referrals to the GP for issues such as blood pressure, cholesterol and to our Employee Assistance Programme (EAP) partner PAM Assist for counselling support.
 - Effective way to deliver direct health advice to colleagues on healthy lifestyle choices and signposting for further support.
 - Several organisations were invited along to host information stalls and provide staff with information and support with topics including their pensions, mental health and cost of living including:
 - Strathclyde Pension Fund
 - Glasgow Credit Union
 - Scottish Action for Mental Health
 - Hospital Saturday Fund
 - Step Change
 - Home Energy Scotland
 - These organisations have helped provide colleagues across the Service, especially frontline staff, with support in improving health and wellbeing, financial stability and supporting attendance.

NRS People Programme Survey 2024

- This was the third survey conducted, with 462 colleagues participating this year, an increase from 426 in 2023 and 408 in 2022.
- More employees stated that they felt valued within their team. In 2022, 42% of employees felt valued, this rose to 47% in 2023, and an impressive 60% in 2024. There was an increase in awareness of the support available from Able Futures, rising from 45% in 2022 to 54% in 2023, and a remarkable 75% by 2024.
- Access to internal job vacancies for career progression has also improved significantly, with 74% of employees saying they had access in 2022, increasing to 79% in 2023 and reaching 93% in 2024.

- While there were positive trends, the survey also highlighted areas for improvement. These include:
 - Visibility of Operational and Senior Management,
 - Clear communication structures,
 - Access to Performance Coaching and Review (PCR)
 - Protected time with line managers.

To respond to their feedback, the Senior Management Team have agreed actions to further improve these areas with measures being implemented in the first quarter of the new financial year. Agreed actions include:

- Establishment of a clear meeting tree cycle: This will set out the expectations for the NRS Senior Management Team, Operational Management, and Staff within the Service. Regular divisional and team meetings will be scheduled.
- Management Forum: This quarterly meeting will now include all managers who are Grade 8 and above, with the first meeting scheduled in April 2025. This forum will facilitate the dissemination of key information and serve as a platform for feedback and engagement around service priorities.
- PCR Masterclass sessions: All managers are required to undertake the council's PCR process throughout the year. Three PCR Masterclasses were delivered to line managers in March 2025. The PCR cycle is now underway having commenced in April 2025.
- NRS Staff Forum: A new forum will be established with nominations from each Head of Service, representing a range of grades and job types. This group will act as a sounding board on service improvements, communication, and the sharing of good practices within each area of NRS.
- Internal Communication Strategy Refresh: With assistance from the Staff Forum, we will benchmark and review measures to ensure efficient communication and the adoption of best practices.
- Executive Director and Divisional Directors' visits: A rolling calendar of visits will be implemented, with the Executive Director attending team meetings and Divisional Directors regularly visiting workplaces within their areas of responsibility.

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 19 employees who have accessed Flexible Retirement and 219 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 4th June 2025 which provided an overview of the LGBF 23/24. This included highlights of the Council's placement in the highest and lowest eighth quartile. NRS activities are reflected in Environmental Services and Tackling Climate Change indicators.

Glasgow City Council performance officers have been working in collaboration with the Improvement Service to better understand a specific series of benchmarking indicators. This includes analysing areas of poor performance and areas where Glasgow's rankings have been consistently low. Metadata and evidence-based research used for each of the 'outlier' indicators will be reviewed to ensure meaningful comparison. Appropriateness of family groupings will also be explored to better understand the data that supports 'like for like' comparisons between councils.

A more detailed analysis can be found on the Local Government Benchmarking Framework [website](#) and in the [National Benchmarking Overview Report 2023-24](#).

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.

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. However, due to UKAS commitments, the assessment will take place over several month this year with the last audit being carried out in August 2025.

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 . All actions arising from the Audit have been addressed and the audit case closed by Food Standards Scotland. The current round of audits has been announced, and we are waiting to be notified whether we are included in the 2025 audit plan.

Trading Standards

The Office for Product Safety and Standards (OPSS) carry out the audit of the local standards for weights and measures. 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 2023. The metrology equipment for GCC was last tested by staff from Scientific Services in March and April 2025.

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 2024 were:

- [Southern Necropolis](#)
- [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 2024 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 2024 on activity within the remit of NRS including UCI Cycling World Championship, Heritage Designation and Conservation Areas and the Housing Emergency. A summary of the Glasgow Household Survey 2024 was presented to the [Operational Performance Delivery and Scrutiny committee](#) on 2nd October 2024.

Equalities

The Equality Act 2010 sets out the public sector general equality duty that requires public authorities to pay due regard to the need to eliminate unlawful discrimination, victimisation and harassment; advance equality of opportunity; and foster good relations. These requirements apply across a range of protected characteristics.

Definitions of each of the protected characteristics can be found on the [Equality and Human Rights](#) website.

Following engagement with stakeholders, a range of research gathering and consultation, the Council Family developed a revised set of outcomes for the period 2025 – 2029 which can be viewed within the report considering [Equality Outcomes for 2025 to 2029](#) which was taken to Wellbeing Equalities Communities Culture and Engagement Committee on 29th May 2025.

The action plans underpinning these outcomes will be developed in Autumn 2025 to allow Council Family Services to review the existing actions plans following publication of the Progress Report in June 2025.

It is the intention to keep the Equality Outcomes under active consideration for the four-year duration of the Outcomes. This will ensure the Outcomes remain current and relevant to as many citizens as possible.

Work will continue on supporting the Equality Outcomes for 2021 - 2025 in the interim.

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.

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.

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; and
- prevention approaches support tackling the root causes of violence against women and girls.

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.

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

Progress made in supporting these outcomes can be viewed in the Equality Outcomes 2021-2025 Progress Report taken to [Operational Performance and Delivery Scrutiny Committee on 4th June 2025](#).

Equality Impact Assessments (EqIAs) 2024/25

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 2024/25:

- [P-5349 Wellpark Link NRS](#)
- [Twin Stream Kerbside Bin Project](#)
- [SOSCP Phase 4](#)
- [Avenues Project \(Duke Street & John Knox Street\)](#)

- [Glasgow City Centre Improvement Grant Fund Pilot NRS](#)
- [Connecting Yorkhill and Kelvingrove Active Travel Project](#)
- [Cowcaddens Road and Dobbies Loan - RIBA Stage 4 Full EqlA](#)
- [Stockwell Street Avenue](#)
- [Glasgow Avenues - South Portland Street](#)
- [Cadogan Street Public Realm EQIA](#)
- [Strathclyde Partnership for Transport \(SPT\) - People and Place Programme 2024/25](#)
- [Model for Climate Investment](#)
- [Community Renewable Energy Framework](#)
- [Connecting Battlefield Phase 2](#)

The following EqlAs were carried out in 2025/26:

- [Carbon Based Parking Charges](#)
- [Inner North City EQIA](#)
- [South City Network](#)

Budget EqlAs published alongside the 2025/26 budget can be found [here](#).

Planned 2025/26 EqlAs

There are a number of EqlAs planned for 2025/26 including:

- Final draft Glasgow Violence Against Women Partnership Strategic Plan
- City Development Plan 2
- Custom House Quay
- Graving Docks
- Public Toilet Strategy
- George Square and Surrounding Avenues
- Argyle St East Avenue
- Clyde St Avenue Phase 1
- High Knightswood/Netherton Surface Water Management Plan
- Liveable Neighbourhoods (Anderson / Kent Road) – Project
- Liveable Neighbourhoods (Anderson / Kent Road) – TRO
- Dumbreck Active Travel Link – Project
- Dumbreck Active Travel Link – TRO
- Connecting Woodside, St Georges Road – Project
- Glasgow Cycle Hire contract – Project
- People First Zone – Project
- Connecting Yorkhill and Kelvingrove Phase 1 – Project
- Flourishing Molendinar Phase 1 – Project
- Thornwood roundabout – Project
- Cathedral Gardens
- Anderston Link
- Townhead Greenspace

Consultations

During 24/25, NRS either started or completed the following public consultations:

- Connecting Greater Govan - Yellow package Consultation
- Public Toilet Strategy Consultation
- West Nile Street Active Travel Route
- George V Bridge Active Travel Improvements
- City Development Plan 2 - Call for Sites and Ideas
- Connecting Greater Govan
- Glasgow City Network: Inner North and South
- Fireworks Control Zone Consultation - Glasgow Citywide
- Draft Tall Building Design Guide Consultation
- Fireworks Control Zones Consultation
- Flourishing Molendinar
- Connecting Yorkhill and Kelvingrove
- Liveable Neighbourhoods: Yorkhill to Anderston
- Play Sufficiency Assessment

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 2025)

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	1,678	51.0%	140	4.3%	1,357	41.2%	19	0.6%	63	1.9%	1,818	55.2%
5 to 7	697	21.2%	276	8.4%	828	25.2%	44	1.3%	47	1.4%	973	29.6%
8	76	2.3%	36	1.1%	92	2.8%	3	0.1%	3	0.1%	112	3.4%
9 to 14	45	1.4%	22	0.7%	62	1.9%	2	0.1%	0	0.0%	67	2.0%
Previously CSG Inclusive of Apprentices	172	5.2%	150	4.6%	257	7.8%	51	1.5%	35	1.1%	322	9.8%
Totals	2,668	81.0%	624	19.0%	2,596	78.9%	119	3.6%	148	4.5%	3,292	100.0%
											Ethnicity Not Declared	
											614	18.7%

as at 310325		NRS % of GCC
Total GCC	27,059	12.2%
NRS	3,292	
NRS Mod Apps	30	

APPENDIX 2: STRATEGIC PLAN COMMITMENTS – ACTIONS, MILESTONES AND PLANNED ACTIVITY FOR 2025/26

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens		
MISSION 1: Support Glasgow residents into sustainable and fair work		
Launch an updated Climate Ready Apprenticeship Scheme that equips our future workforce with the skills to protect our biodiversity.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Recruit 15 new MA SVQ SCQF5 Horti.	<p>Employment of 12 SVQ SCQF5 Horti MA's by August 2025.</p> <p>Enrolment of 12 SVQ SCQF5 Horti MA's at Glasgow College by August 2025.</p> <p>Support provided to MA's throughout 2025/26.</p>	<p>Recruit 15 new MA SVQ SCQF5 Horti.</p> <p>Facilitate enrolment of new MAs at Glasgow College.</p> <p>Provide support to MA's including progression of MA's Milestone Plan, quarterly reviews to record achievement and facilitation of industry specific enhancements such as First Aid/ Customer Care / Machinery with a recognised provider.</p> <p>Liaise with training provider to ensure adherence to SDS regulations, e.g. completion of record of agreement and draw down of claims.</p>
Enroll 6 2 nd year MA SCQF6 Horti at Glasgow College.	<p>Enrolment of 5 2nd year Horti MA's at Glasgow College by August 2025.</p> <p>Additional qualifications / enhancements facilitated during 2025/26.</p>	<p>Facilitate enrolment of 5 Horti 2nd year MA's at Glasgow College.</p> <p>Facilitate additional qualifications / enhancements for 2nd year to progress MA Certificates due in August 2026.</p> <p>Liaise with training provider to ensure adherence to SDS regulations, e.g. completion of record of agreement and draw down of claims.</p>

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens		
MISSION 1: Support Glasgow residents into sustainable and fair work		
Develop 6 x 3 rd year MA on Specialisms.	Commencement of 5 3 rd year MA on Specialisms by July 2025. Specialisms facilitated during 2025/26.	Provide work experience, training and the opportunity to gain industry specific training or attend FE at College HNC. Liaise with training provider to ensure adherence to SDS regulations, e.g. completion of record of agreement and draw down of claims.
Placements of MA's on City Centre Realm Projects e.g. George Square.	CSCS H&S training and assessment (City Building/CITB) to be undertaken by July 2025.	Engage with contractors who are undertaking works and seek to provide short placements for all 2 nd and 3 rd year MA's 2025/26 on City Centre Public Realm Projects.
Identify other potential stakeholder projects for work placements / training opportunities.	Additional stakeholder projects identified for work placements / training opportunities by March 2026.	Liaise with stakeholders to identify additional projects which will provide appropriate work placement / training opportunities for MA's.
Work with the Scottish Government and the taxi trade to address issues facing the sector in connection with the night-time economy, people with mobility needs and transition to low emission vehicles		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Identify and seek to address issues with taxi and private hire.	Attitudinal survey to identify issues 2024.	Complete.
	Monitor Foot flow and Sales of the Night Time Economy (NTE).	Complete ongoing.
	Full public consultation on the current cap taxis/private hire licences.	On schedule.
	Support the development of a NTE vision including the	Conclusion of the NTE Strategy and ongoing work by the City Centre Task Force Working Groups on

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens		
MISSION 1: Support Glasgow residents into sustainable and fair work		
	development of more effective approach to the quantity and quality of post 6pm transport.	Transport and the NTE to expand the timetables of transport operators.
Identify and address issues facing the sector in connection with people with mobility needs.	Increase in the number of licensed, disability converted taxi vehicles in use in the city.	<p>Ongoing encouragement of the selection of disability converted taxi vehicles for use in the city centre, through licensing regulation.</p> <p>From a licensing perspective, GCC will continue to engage with the Scottish Government on the need for updated legislation covering the licensing of taxis and private hire cars. The Scottish Government has agreed to set up a Task Force on Civic Licensing Reform, tasked with reviewing the licensing provisions of the Civic Government (Scotland) Act 1982 and production of a report with recommendations prior to the Scottish Parliament elections in May 2026.</p>
Identify and address issues facing the sector in connection with people with the transition to low emission vehicles.	Conclusion of transition to zero emission taxis in the city centre by March 2025/26	Ongoing encouragement of the selection of low/zero emission taxi vehicles especially for use in the city centre, through licensing regulation.

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		
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 25/26	Milestones 25/26	Planned Activity 25/26
Produce Glasgow's first Housing Retrofit Strategy & Delivery Plan, including technical design	Position Statement drafted by August 2025.	Prepare a Position Statement on Housing Retrofit in Glasgow.

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		
<p>specifications/standards, in the form of a Position Statement.</p> <p>Post completion, continue to informally review and update the position statement.</p>	<p>Consultation by September 2025.</p> <p>Present report to GCC Net Zero City Policy Monitoring Committee in November 2025.</p>	<p>Ongoing evidence gathering and analysis to inform strategic approach to housing retrofit: strategic context, stock profile, retrofit needs assessment, retrofit interventions (fabric and clean heat), retrofit costs, finance and funding, retrofit delivery mechanisms/action plan.</p> <p>Continue stakeholder engagement and maintenance of key partnership structures including Retrofit Advisory Group (RAG), Sustainable Glasgow: Heating and Housing Hub (SG: HHH), Heat Pump Accelerator Group (HPAG)GCRHR and Local Heat Energy Efficiency Strategy (LHEES).</p> <p>Aim to present Housing Retrofit Update to the Net Zero City Policy Monitoring Committee in November 2025.</p>
<p>Continue to 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 and heat pump accelerator.</p>	<p>Annual progress update provided in summary table form for whole programme in August 2025 and findings report for each project on completion.</p>	<p>In collaboration with RAG, continue to expand research projects and develop building energy performance modelling and monitoring method. Share results widely and via Retrofit Scotland.</p>
<p>Implement the Position Statement Actions.</p> <p>Prioritise P19T retrofit guidance for homeowners & first step energy efficiency measures.</p>	<p>Quarterly summary progress reports provided on all actions and detail on P19T.</p>	<p>Significant activity required in collaboration with stakeholders to move forward wide-ranging actions with priority placed on P19T & Heat Pump Accelerator (refer below).</p>

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		
Bring forward a heat pump accelerator programme via cross-sector collaboration.	<p>Phase 1 Accelerator:</p> <ul style="list-style-type: none"> - Outline concept & delivery plan in the Housing Retrofit Position Statement by Q2 25/26. - Accelerator initiated by Q4 25/26. <p>Heat Pump Accelerator - Research Projects initiated by Q2 25/26.</p> <p>Network Ground Source Heat Pumps - discussion paper/options analysis on the way forward in Q3 25/26.</p>	<p>Liaise via SG: HHH (HPAG), GCC (LHEES), and GCC Affordable Warmth & external stakeholders to:</p> <ul style="list-style-type: none"> ➤ Identify and roll out a Phase 1 Accelerator for individual heat pumps ➤ Initiate the Heat Pump Accelerator Research Projects monitored pathfinder projects ➤ Explore pathfinders, procurement & funding options for Networked Ground Source Heat Pumps. <p>Note: all activity relies on collaboration and third party activity and funding out with the control of GCC.</p>
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 25/26	Milestones 25/26	Planned Activity 25/26
Develop Workplace Parking Licensing (WPL) scheme and present to GCC Elected Members for decision on whether to proceed.	Report to Economy Housing Transport and Regeneration Committee in August 2025.	Subject to outcome of Committee decision on whether to proceed with a WPL scheme.

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		
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 25/26	Milestones 25/26	Planned Activity 25/26
Review fleet usage to support services with opportunities for better use of fleet.	<p>Implement fleet telematics across all operational fleet by Oct 2025.</p> <p>Develop insights reports on fleet usage and identify improvement actions by March 2026</p>	<p>Fully complete installation of telematics.</p> <p>The Fleet Governance Safety Group to review telematics reports and make any recommendations to the Fleet Executive Strategy Board.</p>
Conduct a strategic review of all vehicles in the Council fleet to identify a prioritised and phased programme of vehicles replacement based on available funding.	<p>Present recommendations for fleet replacement phasing plan including opportunities for decarbonised fleet (ongoing).</p> <p>Confirm additional funding availability to deliver fleet replacement plan (by March 2026)</p>	<p>NRS Fleet Board to confirm updated commitments to fleet replacement.</p> <p>Undertake commensurate Corporate Procurement Unit (CPU) activities to confirm vehicle procurement plans.</p>
Assess opportunities to increase the volume of fleet Electric Vehicle charging infrastructure (EVCI) to support the expansion of EV use in the council fleet and the transition to a	Confirm prioritised plan for additional EVCI locations (by July 2025)	Scope out opportunities to leverage additional external funding to support further EVCI expansion.

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		
Net Zero fleet in line with available funding.	Deliver installations to agreed schedule (by March 2026)	<p>Consideration now needed to align to Transport Scotland's new requirements for fleet charge point management systems.</p> <p>Further installations to be considered as part of depot investment programme.</p>
Develop a cooperation agreement with West Dunbartonshire Council to further collective efforts to achieve net zero targets by developing and implementing initiatives in support of GCC's Climate Plan and WDC's Climate Change Strategy.	<p>Series of Board meetings to run through the year with report on progress produced annually.</p> <p>Series of topic specific meetings to run through the year and feed progress into annual report.</p>	Identify series of opportunities to collaborate through sharing of best practice and through identification of further areas for collaboration.
Building on our Glasgow Transport Strategy policy framework, create a new Parking Plan to reduce car parking spaces and extend controlled parking zones.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Implementation of Carbon-Based Parking Permit Charges.	<p>Statutory Consultation.</p> <p>TRO's prepared.</p> <p>Scheme complete.</p> <p>Live operation from August 2025.</p>	<p>Arrangements for scheme to go live from mid-August.</p> <p>Back-office payment arrangements put in place to deal with Change to Carbon payments</p>
Implement Restricted Parking Zones (RPZ)	Complete consultation stages by dates shown.	Develop consultation plans and conclude process for.

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>Statutory TRO Process to be complete by Dec 2025 (subject to objections).</p> <p>Implementation on-site to commence by February 2026.</p> <p>Scheme to go-live by dates shown (subject to objections).</p>	<p>Kirklee Dennistoun Battlefield Shawlands Strathbungo Govanhill Pollokshields New Gorbals – Mar 2027 Barras South – Mar 2027</p>
Parking Strategy Delivery Plan to meet Glasgow Transport Strategy (GTS) objective of strengthening parking management across the city including implementation of pavement parking & double-parking prohibitions	Draft Parking Strategy & Delivery Plan complete by March 2026.	Draft a Parking Strategy Delivery Plan and publish final plan on GCC website.
Continue roll-out of on-street parking projects in line with new Parking Plan.	<p>Event Day Parking Zones implemented around Celtic Park and Ibrox Stadia – by April 2026.</p> <p>Sighthill Parking Zone TRO – by April 2026.</p> <p>Broomhill Parking Zone TRO – by April 2026.</p>	<p>Convene GCC/stakeholder meetings.</p> <p>Undertake community engagement.</p> <p>Complete TRO consultation</p>
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.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26

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		
Report on GCC performance against KPI's and in particular against GTS policy targets.	Presentation of Glasgow Transport Strategy monitoring update to Economy Housing Transport and Regeneration committee in February 2026.	Monitor changes in Scottish Government targets for reductions in vehicle km travelled and consider revision to GCC Policy as appropriate.
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.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Progress the feasibility work on People First Zone.	<p>Receive ATIF funding for West Nile Street to undertake works to RIBA Stage 3 in Q1 2025/26.</p> <p>Receive Bus Infrastructure Fund for the proposed bus gates for Ingram St & George St in Q1 2025/26.</p> <p>Allocate funding from ATIF Tier 1 to develop streetscape options for city centre.</p>	<p>Explore funding opportunities to take schemes forward.</p> <p>Submit bid to ATIF for West Nile Street to undertake works to RIAB Stage 3.</p> <p>Confirmed receipt of funds to prepare scheme to introduce proposed bus gates for Ingram St & George St.</p> <p>Develop further proposals for the city centre which seek to reduce vehicular traffic and promote enhancement of the People-First Zone and public realm within the city centre.</p>
Explore funding opportunities for free Electric Shuttle Bus.	Feasibility report on funding from alternative sources or as a possible match in kind from bus infrastructure works.	To monitor opportunities for bus operator funding to support a free Electric Shuttle Bus through GCC participation in the Glasgow 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		
Continue to champion accessible, affordable, available, safe and reliable buses in Glasgow, working with the Glasgow City Region Bus Partnership. Continue to work with SPT to progress account based integrated ticketing. Continue to explore bus governance options as per our published bus governance route-map.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Progress exploratory discussions in Bus Service Improvement Plan (BSIP) as per routemap and continue to seek funding for the bus governance routemap actions where not covered by SPT Strathclyde Regional Bus Strategy work (SRBS).	<p>Feedback on SRBS Consultation (28th May 2025)</p> <p>Update given to the <u>Economy, Housing, Transport and Regeneration Committee</u> (EHTR) on the 22 April 2025.</p>	<p>Continued participation in the Glasgow Bus Partnership and its Steering Group and Working Group Meetings.</p> <p>Continue to liaise and participate in any Stakeholder engagement with SPT over the SRBS.</p> <p>Prepare annual update report and present to EHTR Committee.</p>
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.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
<p>Meet with Transport Scotland to discuss GCC objective of reducing the impact of the M8 on the city centre.</p> <p>Investment in measures to reduce the severance effects of the M8 and to link communities through ATIF projects, such as Connecting Woodside.</p>	<p>Discussion with Transport Scotland on opportunities for bus hard shoulder running on M8.</p> <p>Annual meeting on M8 with Transport Scotland in Oct 2025.</p>	<p>Monitor changes in standards for managed motorways</p> <p>Undertake further meetings with Transport Scotland to discuss progress towards the options to reduce the impact of the M8 on the city centre.</p> <p>Explore external funding opportunities for further measures to reduce severance and increase connectivity of communities dissected by the M8 motorway.</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		
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.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Progress key technical deliverables to develop the Case of Investment by 2027 in line with agreed and resourced Programme Plan.	<p>Progress STAG and technical appraisal work to propose preferred network option (ongoing).</p> <p>Preliminary Engineering Statement Report (March 2026).</p> <p>Prepare Strategic Case (March 2026).</p>	<p>Appoint and onboard consultants for the various technical work packages and develop specification for Transformation commission.</p> <p>Develop baseline integrated programme plan and delivery approach.</p>
Establish and progress the Programme Readiness Plan to strengthen existing governance and reporting arrangements to build a strong collaborative programme across partners to progress Clyde Metro over the next 2 years and beyond.	<p>Establish a Programme Readiness Group and workstream structures to own and manage delivery of the Programme Readiness Plan (May 2025).</p> <p>Propose recommended changes to the programme operating model to strengthen client role, regional input and governance forums (December 2025).</p>	<p>Ensure Memorandum of Understanding in place across partners to support CFI stage.</p> <p>Map out the "current as is " and "target end state" programme operating model.</p> <p>Set out roadmap and the key decision points to a first phase operational line.</p>
Establish and deliver the stakeholder engagement plan to build	Update Stakeholder Engagement & Consultation	Provide progress oversight and progress reports to GCR structures.

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		
understanding and confidence in developing the Case for Investment Programme.	<p>Approach for stage 2 CFI work (May 2025).</p> <p>Provide progress oversight and engagement to Glasgow City Region Senior Officers Group (ongoing).</p> <p>Deliver stakeholder engagement activity on STAG preliminary options appraisal (December 2025).</p>	Develop strategic communications and advocacy plans and prepare for public consultation in summer 2026.
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		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - <u>City Development Plan Scheme 2024</u> .
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - <u>City Development Plan Scheme 2024</u> .
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 25/26	Milestones 25/26	Planned Activity 25/26
Design and prioritise 20mph zones.	Zones identified based on reported casualty statistics.	Procurement of materials (signs & poles).

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		
	Appointment of Consultant to undertake design and associated tasks. Commence Speed Limit Order.	Appointment of Road Markings Contractor(s). Appointment of Contractor(s) for installation. Installation works programmed for completion during 2026/27 financial year.
Increase affordable cycle storage across the city.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Commence installation of a minimum of 120 new units within the first 12 months of contract award.	Installation of 120 new units commenced by November 2025.	Work with contractor to install new shelters.
Expand Nextbike and car-sharing scheme.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Award new cycle hire contract for the next 5 years of service, continue expansion of car club operation with operation and contract management of both projects	Tender awarded a new cycle hire contract by September 2025.	Complete tender process, assessment, award of new cycle hire contract and expand car club locations by 10 vehicles.
Invest in footway and carriageway maintenance, continuing to move towards longer-term roads and pavements solutions.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Deliver year 1 of the 3-year investment programme.	1. Scheme selection 2. Statutory Noticing; 3. Contract procurement; 4. Finalise programme; 5. Programme delivery 6. Financial monitoring. Detailed programme anticipated complete by June	Year 1 carriageway scheme identification completed. Deliver year 1 carriageway resurfacing and localised patching repairs. Finalise Footway, Drainage and street furniture improvement programmes. Finalise years 2&3 carriageway surfacing programme.

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		
	2025 and investment programme complete by 31st March 2026.	
Invest in pedestrian crossings to bring them up to fully accessible standards to improve accessibility and encourage greater pedestrian priority.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Identify potential schemes for 2025 / 2026.	Prioritisation of aged sites/sites without tactile cones or paving.	Complete Design works.
Identify potential pedestrian crossing schemes for 2025/26.	Design of junctions & pedestrian crossings to be upgraded started.	Produce traffic signal designs. Complete estimates, programme works in accordance with capital budget. Monitor programme to ensure compliance.
Identify new options for enforcement and quality control of contractors working on public roads.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Increase inspection resources to supervise additional external works required to deliver increased investment programme.	Recruitment complete.	Complete recruitment and training for additional inspectors. Ensure all works locations are adequately supervised for compliance with; Health & Safety Legislation Contractual specifications, quality and traffic management requirements Ensure appropriate contractual record keeping to assist with site measurement, valuation and contractual payments. Ensure appropriate pre-start surveys are undertaken to define site requirements, site extents and correct specifications are detailed.

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		
National review of Safety at Streetworks Code of Practice ongoing with the objective of improving quality and safety of temporary traffic management.	New COP implemented.	Engage in the consultation process to feed into the new COP.
Deliver the city's Active Travel Strategy, working towards delivery of a comprehensive City Network of active travel infrastructure to support modal shift.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue to progress a range of active travel city network projects – each at varying stages (design, consultation and construction).	Connecting Greater Govan.	Progress design work stage 3-4, place funding bid for construction funding for phase 1.
	Connecting Woodside St Georges Rd Phase.	Construction tender awarded and work commenced April 25.
	Connecting Yorkhill & Kelvingrove Phase 1.	Tender awarded, construction works commence summer 25.
	Connecting Battlefield Phase 2 (including Leatherby Triangle LN).	Tender being prepared. Works anticipated to commence early winter 25.
	Drumbreck Road Active Travel Link.	Tender award and construction anticipated to commence late summer 25.
	East City Way.	Consultation on RIBA Stage 4 design anticipated to be completed by March 26.

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>NCN 7 Glasgow West.</p> <p>City Network Phase 1 North & Inner South.</p> <p>City Network Phase 2 Inner East.</p> <p>Dennistoun & Strathbungo LN interventions.</p> <p>Yorkhill LN.</p>	<p>Technical design and consultation anticipated to be complete by March 26.</p> <p>Subject to funding award, project will progress to RIBA 3-4 design stage.</p> <p>Subject to funding award, project will progress to RIBA 1-2 design stage.</p> <p>Progressing in parallel to the CPZ's. Works anticipated to be complete by March 26.</p> <p>Subject to funding award, project will progress to RIBA 3-4 design stage</p>
Develop a cooperation agreement with West Dumbartonshire Council to further collective efforts to achieve net zero targets by developing and implementing initiatives in support of GCC's Climate Plan and WDC's Climate Change Strategy.	<p>Series of Board meetings to run through the year with report on progress produced annually.</p> <p>Series of topic specific meetings to run through the year and feed progress into annual report.</p>	Identify series of opportunities to collaborate through sharing of best practice and through identification of further areas for collaboration.
Support the development of business cases for the reopening of former rail stations or the establishment of new stations via the Clyde Metro project and engage with relevant authorities to advance this agenda.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Engage relevant authorities to progress agenda for re-opening of	Confirmation of approach for station development (Oct 2025).	Confirm expectations with relevant authorities on approach for station re-opening or new development (complete).

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		
former railway stations or development of new stations.	Progress STAG and technical appraisal work to develop the business case on the preferred Clyde Metro network option (ongoing).	Progress with definition of stop locations as part of developing the Clyde Metro preferred network.
Ensure planning policy supports development in areas with good links to the public transport system and active travel routes.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - <u>City Development Plan Scheme 2024</u> .
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - <u>City Development Plan Scheme 2024</u> .
Take an equalities approach to transport infrastructure maintenance.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Assessment of traffic signal facilities to identify improvements for pedestrian users who have accessibility issues. (Installation of tactiles cones, tactile paving & dropped kerbs).	Sites prioritised without tactile cones, tactile paving or dropped kerbs and a programme of works produced.	Complete designs for works to meet budget availability.
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.	Sites requested from bus operators and prioritised.	This is an ongoing activity, sites are identified from bus operators throughout the year, based on journey time data.

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 design work to enable AI technology to be used for bus detection at traffic signal junctions on bus routes.
Work with and lobby national and regional partners to support reform of regional transport governance, promote integrated multi-modal ticketing and continue to build the case for universal free public transport.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Awaiting re-commencement of the national review of transport governance by Transport Scotland.	<p>Participate in SPT RTS-related short life working group on transport governance.</p> <p>Participate in Glasgow Bus Partnership to advocate better ticketing solutions at Government, Regional and amongst operators.</p> <p>Plan and implement a free bus travel pilot project within 2025/26.</p>	<p>Await re-commencement of the national review of transport governance being conducted by Transport Scotland.</p> <p>Work with SPT and neighbouring local authorities in short-life regional working group on transport governance as per SPT Regional Transport Strategy.</p> <p>As participants in the Glasgow City Region Bus Partnership Steering Group, continue to promote and advocate an integrated ticketing solution for the city.</p> <p>To conclude a free public transport pilot project comprising free bus travel for a trial period October to December 2025.</p>
Extend bus lanes and hours and consider options for remote enforcement.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Operational Review of Bus Lane Hours Across Glasgow.	Priority route report complete by February 2026.	<p>Complete an assessment of the existing bus lane times across Glasgow and explore opportunities where operational hours can be extended.</p> <p>Review Hours of operation of Alexandra Parade bus lane and promotion of TRO for 7am to 7pm</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 of BPF Quality Bus Corridors to enhance attractiveness of bus travel and reduce bus journey times.	Completion of corridor design improvements by March 2026	Subject to funding, progress designs on projects and consult with key stakeholders for the following priority corridors. Pollokshaws Road Paisley Road West Hope Street Phase 2
Use technology to improve journey times.	Introduction of new technology pilot project by March 2026	Conversion to Virtual Loops on Pollokshaws Road & Artificial Intelligence Bus Priority Pilot.
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 25/26	Milestones 25/26	Planned Activity 25/26
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.	Engage with the Scottish Government to seek changes to current legislation. This is an ongoing commitment until legislation is changed.	The Council continue to lobby the Scottish Government for changes to current transport legislation to enable more targeted enforcement and associated technology.
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 25/26	Milestones 25/26	Planned Activity 25/26
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 2026.	Continue to participate in the Glasgow City Region Bus Partnership Working Group on Safer Bus Travel to tackle Violence Against Women & Girls. Engage with Police Scotland; Safer Communities; British Transport Police and the Glasgow City Region Bus Partnership as appropriate.

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		
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 25/26	Milestones 25/26	Planned Activity 25/26
Lobby the Scottish Government for changes to primary legislation to address issues with legally enforcing parking infringements using camera technology.	Engage with the Scottish Government to seek changes to current legislation. Additional bus lane cameras have been installed.	Review locations where parking affects bus operations and prepare targeted enforcement strategies, including deployment of parking attendants to problem locations. Convenor to write to Scottish Government in relation to current legislation. Continue to develop investment business cases for additional bus lane cameras.

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.		
Invest in more Council-owned renewable energy generation, including solar and wind energy, and support the development of green hydrogen		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Phase 2 of Solar PV rollout.	Development of programme, secure funding and procure contractors by November 2025.	Develop the programme of solar installations including technical assessments. Secure funding from a variety of sources to deliver approved projects. Draft ITT and issue to market. Undertake review of submissions and appoint contractors to projects.

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.		
	Delivery of Phase 2 commenced by February 2026.	Commence works to approved projects.
Develop a cooperation agreement with West Dumbartonshire Council to further collective efforts to achieve net zero targets by developing and implementing initiatives in support of GCC's Climate Plan and WDC's Climate Change Strategy.	<p>Series of Board meetings to run through the year with report on progress produced annually.</p> <p>Series of topic specific meetings to run through the year and feed progress into annual report.</p>	Identify series of opportunities to collaborate through sharing of best practice and through identification of further areas for collaboration.
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 25/26	Milestones 25/26	Planned Activity 25/26
Continued delivery of the model for climate investment through management of NRS contribution.	Workshops with appointed consultants commenced by March 2025.	Contribute to options appraisal and prepare presentation of outcomes to Climate and Sustainability Board.
	Strategic Business Case finalised by July 2025.	Contribute to strategic business case development.
	Market engagement commenced by September 2025.	Contribute to market engagement and evaluation of market feedback to inform procurement.
Continue to develop Local Heat and Energy Efficiency Strategy (LHEES).	MoU launched by August 2025.	Set up event with local stakeholders, supported by Sustainable Glasgow, to get signature on MoU to support indicative demand for DH.
	BARs for GCC complete by March 2026.	Gather information required for Statutory obligation on Buildings Assessment Reports (BAR) for GCC estate.
Support development of privately owned DH.	Virtual DH Team to be established by January 2026.	Develop a virtual team to include sustainability, planning and roads to work with developers to manage district heating infrastructure plans.
Roll out training for councillors and key council staff in carbon literacy to support leadership in the transition to Net Zero.		

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 25/26	Milestones 25/26	Planned Activity 25/26
Develop next phase of climate literacy training.	New module to be developed by December 2025. New module live by March 2026.	Identify area where training is required and begin developing a new module for addition to existing training package.
Deliver the Plastic Reduction Strategy, supporting local businesses to reduce packaging and promoting initiatives such as water refill points.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continued delivery of the Circular Economy (CE) Routemap.	Continued delivery of CE Routemap action plan. Timescales as set out in CE Routemap .	As set out in CE Routemap .
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 25/26	Milestones 25/26	Planned Activity 25/26
Launch of Community Renewable Energy Framework (CREF).	Supporting paper finalised by June 2025.	Completion and approval of all supporting documentation.
	CREF launched by July 2025.	In person event with elected members and local community groups. Monitor and assess applications to CREF and resource implications associated with this. Plan for phase 2 site selection to be added to CREF.
Work with partner organisations to ensure, where technically feasible and cost effective, to improve the energy efficiency across all housing tenures by 2033.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Deliver the Area Based Scheme (ABS) in line with the Scottish Government's	Awaiting Scottish Government confirmation of 2025/2026 ABS	Following Scottish Government confirmation of 2025/2026 funding award, continue to deliver the ABS

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.		
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>Grant Award.</p> <p>GCC committees updated on programme delivery.</p> <p>Contractors appointed to deliver programme.</p> <p>ABS Programme of Works delivered by June 2026 (end of ABS Programme Financial Year).</p>	<p>programme to June 2026 (end of ABS programme financial year).</p> <p>Prepare reports and present papers to the City Administration Committee (CAC) (to accept grant award), Contracts and Property Committee (recommend award of tenders) and EHTR City Policy Committee (update on programme delivery).</p> <p>Prepare tender documentation for an additional 2-3 project areas by September 2025. Anticipated award December 2025.</p> <p>Engage with households in project areas to increase participation in the programme in line with funding conditions.</p>
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
Deliver the Depot Review to ensure facilities are fit for purpose.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26

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.		
Award Easter Queenslie Depot construction contract.	August 2025.	Complete all tender documentation and work with CBC on the tender return.
Commence site works on main contract at Easter Queenslie.	October 2025.	Site works commences.
Deliver sustainable urban drainage and promote nature-based solutions to manage flooding and pollution.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Award Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) City Deal programme of projects.	March 2026	Supplementary site investigations, submission of planning applications, preparation of contract documentation, procurement of contractors, submission of Full Business Cases and contract awards.
Development of Flood Prevention Scheme capital works programme.	March 2026	Development of concept and technical designs, site investigation, procurement of contractors and award of first contract.
Develop Property Flood Resilience pilot.	March 2026	Scoping of pilot project, stakeholder engagement and Go/No-Go decision.
Award City Centre surface water drainage conduit consultancy commission.	December 2025	Stakeholder engagement including Scottish Water, finalise scope and completion of procurement process.
Support development of Tidal Clyde Adaptation Strategy.	March 2026	Continue to convene the multi-party Tidal Clyde working group, engagement with Glasgow City Region, commission a peer review of the 2021 hydraulic model and work in partnership with SEPA to scope and procure Phase 2 hydraulic model.
Via planning policy, require all new development/infrastructure to deliver flood risk net gain.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .

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.		
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue to deliver energy efficient affordable homes in accordance with the Glasgow Standard.	Programme out-turn reported at the end of March 2026.	Continue to assess new build development tender approvals against appropriate energy efficiency standards, including those specified in Scottish Government guidance, ensuring all new developments are highly efficient.
Deliver against the requirements set out in the Local Housing Strategy / Strategic Housing Investment Plan for family homes (3 bedroom) and larger family homes (4 or more bedrooms with 6 or more bedspaces).	Targets for 25/26 to be set out in Programme following formal offer of grant from the Scottish Government. Report programme out-turn against these targets at the end of March 2026.	Work is ongoing with Registered Social Landlords to increase supply by prioritising support for developments with proposals to deliver family homes and by being more prescriptive during the Scheme Agreement planning stage. Family homes are also prioritised within the Strategic Acquisitions programme.
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on Forestry and Woodland Strategy (FWS).	Update report to Net Zero Committee by Autumn 2025.	Draft Delivery Plan. Prepare update report for Net Zero Committee to align with Glasgow Tree Plan reporting.
Include Glasgow Tree Plan in the Delivery Programme for the Forestry and Woodland Strategy.	Update report to Net Zero Committee by Autumn 2025.	Draft Delivery Plan.

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.		
		Prepare update report for Net Zero Committee to align with Glasgow Tree Plan reporting.
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 25/26	Milestones 25/26	Planned Activity 25/26
<p>Conclude Management Plans for 3 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 complete and proposed areas redesignated as LNR's by Q4 2025/26.</p> <p>(Areas are: Househill Park, Blairtummock Park and Crookston Wood).</p>	<p>Conclude Management Plans for 3 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 2025/2026.</p>
Deliver the Local Biodiversity Action Plan, increasing planting of wildflowers and supporting nature restoration and regeneration.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue to deliver the Local Biodiversity Action Plan (LBAP), increasing planting of wildflowers and supporting nature restoration and regeneration across our parks and openspace estate via our Green Connectors Project.	<p>Actions concluded from last Implementation Plan and develop next Implementation Plan developed with LBAP partners.</p> <p>The next implementation plan will be complete by 2029.</p>	Conclude actions from last Implementation Plan and develop next Implementation Plan with LBAP partners.
Identify opportunities to train staff, volunteer groups and interested stakeholders in nature-based activities	Work with Community groups, Volunteer Programme and internal and external resources	<p>Develop activities.</p> <p>Promote across networks.</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.		
to enhance and protect our environment.	to promote activities relating to biodiversity enhancement. An annual programme of activity to support this is agreed with TCV by Summer 2025.	Evaluate impact as part of the LBAP
The Tree Action Plan will also complement and contribute to the LBAP.	Work with Community groups, Volunteer Programme and internal and external resources to plant trees across Q3 & Q4 2025/26.	Site assessments. Community Engagement. Works and Budgetary Planning. Tree Planting.
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 25/26	Milestones 25/26	Planned Activity 25/26
Implement the actions of the Seven Lochs and North East Glasgow Water Vole Conservation Action Plan 2022-2026.	Interim guidelines reviewed and updated on water voles and development. Develop methodology for long-term monitoring of water vole population in Seven Lochs and N.E. Glasgow by the end of Q2 2025/26.	Monitor current locations. Assess areas of potential host sites.
Develop a GOLD training module/resource to be accessible to all GCC Staff linked directly to the Local Biodiversity Action Plan and the	Requirements assessed, resource content developed and resource launched in Q4 2025/26.	Assess requirements. Develop resource 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.		
Climate & Ecological Emergency declaration.		Liaise with respective stakeholders for onboarding.
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .

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.		
	authority to proceed to prepare CDP2 - 3rd April 2025.	
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
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 25/26	Milestones 25/26	Planned Activity 25/26
Carry out Scottish Vacant and Derelict Land (V&DL) Survey 2024.	Survey return to be submitted to the Scottish Government in autumn 2025 (deadline TBC).	Complete desktop & site surveys (summer 2025).
Monitor impact of Affordable Housing Supply Programme on VDL.	Final outcome to be recorded at the end of financial year (March 2026).	Prioritise VDL sites for Housing Investment and report outcomes.
Award VDLF 25/26 allocation to projects that will reduce VDL and continue monitor existing VDLF projects.	Delivery Plan approval sought from the Scottish Government. City Administration Committee approval sought.	Negotiate funding agreements with successful projects. Obtain regular updates from project partners as to progress. Disburse grant to project partners.
Seek VDLIP 25/26 funding for projects that will reduce VDL and continue to monitor existing VDLIP projects.	Scottish Government advise 25/26 funding outcome. City Administration Committee approval sought for successful 25/26 projects.	Negotiate funding agreements with successful projects. Submit claims to Scottish Government to drawn down 25/26 profiled funding. Obtain regular updates from project partners as to progress. Disburse grant to project partners.

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.		
Support the Glasgow National Park City campaign and support local environmental groups and conservation projects to provide nature-based volunteering opportunities.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue to assist with National Park City (NPC) campaign, providing accommodation and staff time where appropriate.	NPC and partners supported with submission of their full application where required. Submission is expected by March 2026.	Liaise with National Park City Volunteers. Support application submission where required.
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
Refine Tall Buildings planning guidance.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on draft Tall Buildings Guidance (TBG).	Final version presented to in Economy Housing Transport and Regeneration Committee in June 2025 noting intention to go to City Administration Committee for approval and use as a material planning consideration.	Reported to City Administration Committee on 19 th June 2025. Action now complete.

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.		
Committee approval for final draft of TBG.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Report to City Administration Committee for Approval and thereafter use of TBDG as a material planning consideration.
Implement heritage training for members of the Planning Committee.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue to scope training requirements - identify and prepare appropriate material and timescale for delivery of training.	Topics, sources and draft training content identified by the end of Q2, including liaison with HES, Glasgow City Heritage Trust etc.	Draft training outline proposal. Follow up contact with Historic Environment Scotland (HES) and others.
Develop planning policy around amenity and play spaces in residential developments.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
Develop a Play Sufficiency Assessment (PSA) for Glasgow.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Incorporate findings of PSA into Proposed Plan.
Develop an investment strategy to support the council's-built heritage.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Development of assessment tool to prioritise heritage property asset investment.	Assessment tool to be developed and approved by December 2025.	Develop the criteria that will be used as part of the assessment tool.

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.		
		Engage with heritage organisations and stakeholders. Update and review GCC's Heritage Estate list and commence using the tool to assess the GCC estate, to help identify investment requirements and priorities.
Continue support for Glasgow City Heritage Trust and Glasgow Buildings Preservation Trust.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Ongoing drawdown of funding on a quarterly basis.	Confirmation of funding and its scope for Glasgow City Heritage Trust/ Glasgow Buildings Preservation Trust from GCC by Q1 2025/26.	No planned activity - business as usual.
Update our Heritage Assets Plan and identify opportunity to extend conservation areas – Links to commitment to Develop an Investment Strategy to support the council's built heritage.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Development of assessment tool to prioritise heritage property asset investment.	Assessment tool to be developed and approved by December 2025.	Develop the criteria that will be used as part of the assessment tool. Engage with heritage organisations and stakeholders. Update and review GCC's Heritage Estate list and commence using the tool to assess the GCC estate, to help identify investment requirements and priorities.
Deliver place-based interventions and key local regeneration projects.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
SDF and LDF Action Programmes - Scope and deliver place-based activities and align with new City Development Plan.	Update report to Economy, Housing, Transport and Regeneration Committee 2026.	Prepare Action Tracker and consolidate Actions for 2025-26.

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.		
Govan Heritage Project Delivery - area-based heritage scheme focused on repair and reuse of listed buildings.	Update report to Economy, Housing, Transport and Regeneration Committee 2026.	Submit Delivery Stage funding bid to NLHF and HES. Initiate Delivery Stage, subject to funder approvals.
Graving Docks - repair of listed structure and access improvements - support and deliver community-based regeneration works.	Update report to Economy, Housing, Transport and Regeneration Committee 2026.	Award construction contract for delivery of Riverside Park and oversee delivery of works. Identify funding for works to Pumphouse. Conclude RIBA Stage 2 designs for Active Travel through site.
River Clyde SDF Action Programme - River Activation Programme - (Vacant and Derelict Land funded) providing 3rd party grants to meanwhile use of vacant sites along river corridor.	Support final drawdown of funding and completion of projects by Q2 2025/26. Complete Final Review - Autumn 2025.	Support final drawdown of funding and completion of projects.
Local Place Plan - Validation of submitted Local Place Plans. Support alignment with new City Development Plan and scope delivery of projects.	Validation and host on GCC website by Q2. Update report to EHTR Committee 2026.	Validation of submitted LPPs and host on GCC website. Production of guidance for communities on LPPs and their integration with City Development
Introduce an updated herbicide policy to continue to reduce our reliance on chemical weed killers.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
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.	Volumes of (litres) pesticides reduced compared with previous year by March 26. Refresher training for staff programmed during Q1 via Daldowie, annual monitoring of pesticide purchase, training of	Review current policy and incorporate any proposed actions.

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.		
	staff on biodiversity, informed by Pesticide Policy.	
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 25/26	Milestones 25/26	Planned Activity 25/26
Develop a tree nursery so we can nurture the saplings of local provenance.	<p>Site works complete by November 2025.</p> <p>Third party in place to lead on initiative from April 2026/27.</p>	<p>Complete required infrastructure construction works.</p> <p>Secure partnership with third party.</p> <p>Promote tree nursery across key stakeholders and wider conurbation.</p> <p>Tree production commences.</p>
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 25/26	Milestones 25/26	Planned Activity 25/26
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 26).	Tree replacements will be included within the Tree Action Plan.
Plant 11 hectares (or allow woodland to develop through management) across our operational estate as identified in the Glasgow Tree Plan for 2026/27 actions.	Feasibility and procurement activity to be carried out to deliver tree planting via contractors, community activity and internal services during tree planting season by March 2026.	<p>Undertake site suitability checks and stakeholder engagement.</p> <p>Identify delivery routes.</p> <p>Develop Autumn / Winter tree planting schedule.</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.		
Deliver on year 1 of the Urban Forestry Challenge Fund within Canopy Priority Areas - Govan & Dalmarnock.	Areas for planting assessed, local stakeholders engaged with, tree planting delivered via contractors, community activity and internal services during tree planting season by March 2026.	Undertake site suitability checks and stakeholder engagement. 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		
Deliver a new City Development Plan with attention to sustainability, inclusivity, accessibility, biodiversity, and climate resilience.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
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 25/26	Milestones 25/26	Planned Activity 25/26
Consolidate existing City Network, Liveable Neighbourhood and People First Zone plans to create a consistent and overarching strategy which	Present updated plan to Committee by March 26.	Officer Working group convened. Liaise with colleagues, undertake external engagement, create an update programme for delivery and present to appropriate Committee.

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		
maximises the Council's strategic commitments.		
Deliver the Resource and Recycling Strategy to support Glasgow's waste management and efforts to become a zero-waste city.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Implementation of twin stream recycling for flatted properties (South West of city) - bin hubs and communal bins.	March 2026	Provision of new bins, bin hub infrastructure, communication campaign and collection service to flats in the south west of the city.
Develop a cooperation agreement with West Dumbartonshire Council to further collective efforts to achieve net zero targets by developing and implementing initiatives in support of GCC's Climate Plan and WDC's Climate Change Strategy.	Series of Board meetings to run through the year with report on progress produced annually. Series of topic specific meetings to run through the year and feed progress into annual report.	Identify series of opportunities to collaborate through sharing of best practice and through identification of further areas for collaboration.
Deliver the Food Growing Strategy and increase the number of allotments and community growing spaces across the city.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Develop Rodney Street extension to be leased to local stakeholder.	PMGC lease secured, infrastructure works developed, tendered and site works implemented and occupied by March 2026.	Site leased.
Create additional 20 plots at Hamiltonhill, Westthorn allotments.	Additional 20 plots at Hamiltonhill, Westthorn allotments developed and	Prepare tender documents for Hamiltonhill and Westthorn allotments.

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		
	operational by March 2026.	Contractor works to create 20 additional plots at Hamiltonhill and Westthorn allotments.
Activate surplus sports pitches to be made available within FGS mapping (Bowling Greens/Pitch & Putt) for consideration by respective groups to develop projects.	Surplus sites identified, sites assessed for inclusion, concept drawings developed and shared with Planning and Sport colleagues for initial comment by September 2025.	Make sites available and establish growing groups.
Secure £400k of Vacant and Derelict Land funding to develop 4 additional growing spaces. Assess locations for site development and engagement with local community and food growing community.	Site topography assessment complete and tender documents prepared by July 2025. Steering groups developed and constituted by July 2025.	Develop steering groups for each site to take on devolved management functions.
Let's Grow Together Fund created with £50,000 grant funding distributed to local groups.	Let's Grow Together Fund for 2025/26 reissued by May 2025.	Publicise funding opportunity, evaluate submissions, issue funding to successful applicants and evaluate programme. Evaluation forms to be submitted as part of the funding grant allocation.
Continue to improve infrastructure across our allotment estate.	Site assessed for possible investment within 2025/26.	Develop rainwater harvesting systems at Sighthill and Growchapel allotments.
Develop and deliver alternative growing techniques pilot at Kings Park Walled Garden in partnerships with the Friends of Group.	Four fruit guilds in the walled garden were installed to complement the existing fruit trees and to improve biodiversity complete by April 2025.	Complete necessary works.
Engage with key stakeholders and Allotment Associations regarding the	Schedule of Delegations for first 'pilot' Association available	Develop Schedule of Delegations for first 'pilot' Association.

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		
Schedule of Delegation specific for each individual location.	by December 2026.	
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue implementing Alloy across all Streetscene services.	Implement Alloy across all remaining Streetscene work activities by April 2026.	Fully implement Alloy for scheduled and reactive work activities across Streetscene operational areas.
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 25/26	Milestones 25/26	Planned Activity 25/26
Implementation of twin stream recycling service (bin hubs and communal bins) for flats.	Roll out of the service to the South West of city complete by March / April 2026.	Introduce twin stream recycling for flats in the South West of the city.
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 25/26	Milestones 25/26	Planned Activity 25/26
Establish a deep clean team per ward supported by budget investment to increase the number of teams.	Recruitment complete by August 2025. Development of workplan by August 2025.	Implementation of the workplan and schedule.
Introduce a local neighbourhood clean team per ward supported by budget investment directed by neighbourhood liaison team.	Recruitment complete by August 2025. Develop and introduce a new process to dynamically respond to requests – September 2025.	Test the new process. Elected Member Brief to be prepared. Session with Members and workforce to introduce the new teams.

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		
Invest in frontline waste and recycling workers and in training for our cleansing workforce.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
<p>Provision of formal training for front line staff, including collection crews, supervisors and assistants.</p> <p>Enhance the nightshift clean teams to accommodate additional budget investment</p>	<p>March 2026.</p> <p>Recruitment to be completed by August 2025</p>	<p>Second tranche of front line staff provided with the opportunity to participate in a Scottish Vocational Qualification - Certificate in Sustainable Resource Management.</p> <p>Develop <u>WAMITAB</u> training for operational staff working in transfer stations/recycling centres/MRF.</p> <p>Engage with crews on the provision of the twin stream recycling service for flats.</p> <p>Workplan to be developed and introduced.</p>
Work with communities and frontline workers to design improvements to services via the delivery of Waste Summits.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Engage with local stakeholders at a number of local events to support the transformation of waste programme including roll out of twin stream recycling for flats to improve recycling rates.	Roll Out of South West twin stream - March 2026.	<p>Engage with housing associations/registered social landlords on changes to and promotion of recycling services.</p> <p>Engage with local stakeholders on the changes to collection services to flatted properties.</p> <p>Host Elected Member sessions to support the changes to the neighbourhood waste service.</p>
Invest in waste processing facilities to support the uplift and recycling of a wider range of plastics.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Development of Queenslie Material Recovery Facility (MRF).	March 2026	Complete signing of MRF equipment contract.

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		
		Engage with the contracted MRF equipment supplier on manufacture of plant and planning for construction. Appoint Project Manager for the site.
Engagement with SEPA to prepare and plan application for new environmental authorisation for the site	March 2026	Following advice from SEPA, agree timeline for new regulatory permit for the Queenslie site (new regulation regime will come into effect during construction of site and plant).
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 25/26	Milestones 25/26	Planned Activity 25/26
Recycling communications to support waste & recycling projects.	March 2026	Complete Communication Strategy for twin stream recycling for flats. Develop and deliver communication collateral to residents in flats provided the twin stream recycling service (south west of the city for 2025-26).
Engagement with housing associations and registered social landlords to support the communications to their tenants on new twin stream recycling service.	March 2026	Liaise with housing officers and managers at housing associations to support the introduction of twin stream recycling for flats.
Introduction of twin stream recycling for flats within the south west of the city.	March 2026	Provide new bin infrastructure and where applicable, bin hubs, to introduce twin stream recycling.
Review the provision of glass collection points across the city -	March 2026	Assess expansion of capacity for glass public collection points, renew livery on bins, cleaning regime, and trial glass collection point within a bin hub.

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		
predominantly located in areas of high-density housing.		
Deliver household communications and information on waste and recycling and explore how to provide information in community languages.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Delivery of communication to residents in flatted properties in the south west provided the new twin stream service.	March 2026	Provide teaser letter, instructional guide and re-usable bag to assist with moving recyclable material from flats to recycling bins on street or bin stores for new service. Hold community events prior to twin stream service introduction.
Follow-up engagement with residents in kerbside properties reminding on the materials targeted for collection within each recycling bin.	March 2026	Engage with social media to improve and maintain quality of materials captured within the recycling bins.
Encourage shared management of private lanes and back courts and deliver the Private Lanes Fund to help residents improve them.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue to support and deliver the Private Lanes Fund.	Revised toolkit complete by April 2025.	Complete revised toolkit.
Promote new toolkit and fund.	Social media utilised to promote the fund by May 2025.	Utilise social media in the promotion of the fund.
Deliver the Clean Glasgow programme, aligning services to local need while supporting communities to take action locally and promote behaviour change.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Review ETAC model to incorporate Neighbourhood and Deep Clean model.	August 2025	Neighbourhood Coordinators to direct service to the need within communities.

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		
		A new process incorporating deep cleans and Neighbourhood teams will be incorporated into ETAC actions.
Roll out litter lotto to schools across the city.	May 2025	Launch an innovative LitterLotto League competition, in association with Keep Scotland Beautiful and LitterLotto, in all interested Secondary Schools in Glasgow, to encourage pupils to dispose of their waste responsibly.
Continue to work with partners to develop innovation and interventions around behaviour change	July 2025	Work with HUBBUB to roll out bin wraps in key secondary school locations.
Renew and upgrade street lighting across Glasgow including greater use of LED lighting and strive for faster repair of faults.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue LED Replacement and column renewal programme.	<ol style="list-style-type: none"> 1. Complete Designs 2. Statutory Noticing 3. Contract procurement 4. Finalise programme 5. Programme delivery 6. Financial monitoring 	<p>Complete milestones 1, 2, 3, 4, 5 & 6.</p> <p>Tender and award the circa £14m network renewal contract site works programmed to commence in 26/27.</p> <p>Continue to replace the poorest condition lighting columns with circa 1255 columns programmed to be replaced this year.</p> <p>Continue with the retrofit LED conversion programme with 3500 LEDs programmed to be installed in addition to the 1255 related to the column replacements above.</p>
Work to deliver our commitment to sensitive lighting solutions in parks and open spaces, to ensure they are safe and accessible all-year round.		

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		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue to deliver lighting solutions in Parks, where funding is approved.	Update to Environment and Liveable Neighbourhoods Committee as required.	Manage requests as submitted, incorporate and link directly to Play Area Renewal programme where applicable. Implement approved solutions.
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 25/26	Milestones 25/26	Planned Activity 25/26
Achieve site start by June 2025.	Contract award (main contract) by May 2025. Milestone completed.	Preparation required in order to complete the refurbishment of the Square (phase 1) by August 2026 including the restoration of all statues and monuments.
Statue conservation contract.	Removal of statues from the Square by May 2025. Milestone Completed.	Preparation required in order to complete the public realm works on surrounding streets (phase 2) by April 2027.
In line with the Place Commission Support working with community organisations, through the People Make Glasgow Communities process, to transfer land for growing and other community use.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue the <u>People Make Glasgow Communities</u> (PMGC) process supporting applicants to take on the active management of Council owned assets.	Conclude tenure agreements with applicants as they complete the process – this activity is ongoing, and no detailed milestones can be set.	Continue to refine the PMGC process to improve the customer journey Support the implementation and management of PMGC as part of the Community Renewable Energy Framework (CREF)
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 25/26	Milestones 25/26	Planned Activity 25/26

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		
Development of planning application guidance for developers for complex repurposing projects	Development of guidance for City Centre conversions for developers by March 2026.	Work with Building Standards and City Centre Development team to understand barriers to development and develop guidance to overcome these.
Review of pre-application process for large developments to provide greater transparency of planning application requirements for large applications	Development of guidance for developers for pre-application outcome reports to be completed by the end of 2025.	Work with Planning Consultants to review pre-application process and develop guidance for developers.
Work in partnership with grassroots cultural venues to ensure planning proposals do not pose a risk to their operation.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Mapping of cultural venues to understand scale and coverage of facilities. Use evidence to establish criteria for defining grassroots/protected cultural venues.	Publish updated map of cultural venues which captures definitions to enable updating over time by Q3 2025/26.	Gather baseline evidence, publish map and implement monitoring arrangements.
Work with Environmental Health to ensure assessment methodologies are responsive to Agent of Change Principle	Consultation as required on cases highlighted in mapping.	Review consultation responses to date relating to Agent of Change.
Increase our focus on digital masterplanning, to ensure that access to digital connectivity is considered and advanced throughout the planning process.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue with work on the Evidence report for the new Local Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .
Prepare with the Scottish Government DPEA for the Gatecheck process.	DPEA find Evidence Report sufficient and gives GCC	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan Scheme 2024 .

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		
	authority to proceed to prepare CDP2 - 3rd April 2025.	
Explore establishing a city-wide single housing register.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Complete work on scoping the deliverability of a Common Housing Register (CHR) in Glasgow.	CHR research activity complete and project report prepared, identifying options for improving access to social housing in Glasgow by Q1 2025/26.	Continue partnership work from 2024/25. This included a survey of Registered Social Landlords (RSLs) and a workshop event to explore options around CHR development and ways to improve access to social housing with a focus on digitalization. Outcome from the survey and workshop is that it is not viable to deliver a citywide CHR.
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue to work with Registered Social Landlords (RSLs) to increase the supply of affordable housing in Glasgow through delivering the Affordable Housing Supply Programme (AHSP). This will include developing affordable wheelchair adaptable and larger family homes that are designed to high sustainability standards. Specific 25/26 targets for the levels of new affordable housing (including wheelchair adaptable / larger family homes) will be finalised during Q1 of	Scottish Government has advised that the Offer of Grant for 25/26 shall be £103.638m for the main AHSP programme with a further £11.927m being available specifically for targeted acquisitions. Performance milestones are monitored on a monthly / quarterly basis to ensure that key performance indicators are met.	Continue to develop / deliver the programme to meet key targets for Spend, Approvals, Site Starts and Completions, including Wheelchair Adaptable Housing and Larger Family Homes. Programme targets will be set out in the City Administration Committee report requesting acceptance of the Scottish Government offer of grant once received.

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		
2025, after consultation with the Scottish Government.	Report programme out-turn at the end of March 2026.	
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 25/26	Milestones 25/26	Planned Activity 25/26
Present update report on Empty Homes Action Plan to Economy Housing Transport and Regeneration committee on 22nd April 2025.	<p>Private Sector Housing Statement of Assistance updated to include addition of empty homes grants by Q1 2025/26.</p> <p>City Centre repurposing pilot site start achieved by Q4 2025/26 and identify next repurposing project Residential strategy in 25/26.</p>	<p>Launch Grants Scheme to bring more empty homes back in to use.</p> <p>Extend the use of CPO powers to bring back long-term empty homes back into use working in partnership with a developer or other partnering organisation.</p>
Agree 2025/26 Strategic Acquisitions (SA) programme.	<p>Target for the number of acquisitions and larger family homes to be delivered over the course of the financial year set.</p> <p>Monitor delivery and spend - to March 2026.</p>	Meet with Registered Social Landlords (RSL'S) and HSCP partners regularly to ensure that we are prioritising the targeting of properties and achieving the best outcomes.
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.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26

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 detailed analysis of localised housing markets, affordability and mechanisms for implementing an affordable housing developer contributions policy aligned to NPF4.	<p>Complete data analysis by Q2 2025/26.</p> <p>Fieldwork research and engagement to be undertaken by Q2 2025/26.</p> <p>Full findings to be presented to elected members in August 2025.</p> <p>Final Report due by October 2025.</p>	<p>Fieldwork research and engagement, including workshops across five case study locations.</p> <p>Interim findings and feedback.</p> <p>Present Full Findings to Members.</p> <p>Prepare Final Report.</p>
Reference progress on investigating affordable housing policy within Strategic Housing Investment Plan 2026-31.	SHIP prepared and submitted to City Administration Committee in November 2025.	<p>Prepare and submit Strategic Housing Investment Plan (SHIP) 2026-31 to the Scottish Government.</p> <p>Present SHIP and associated paper to City Administration Committee for approval.</p>
Identify opportunities to prioritise public land for affordable housing.	By March 2026.	Internal review of sites to identify opportunities for inclusion within SHIP and longer-term planning pipeline.
Make use of new and existing powers to ensure high quality protections and rights for tenants in the Private Rented Sector.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Work closely with Environmental Health colleagues re-damp and mold enquiries in the Private Rented Sector (PRS).	Level of Inspections carried out monitored via KPIs each month and action taken where appropriate.	Increase the number of property inspections to ensure properties meet the required standards and use appropriate powers where properties fail to meet the required standard.

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		
Work with partner organisations to ensure that Private Renting Sector (PRS) tenants are being provided with relevant information concerning their rights.	Interventions carried out monitored via KPIs each month and work with a range of organisations to ensure that tenants have more access to relevant information.	Maintain support and advice for PRS tenants and undertake interventions where notice to quit has been served.
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue to engage positively with private landlords and regularly update through issue of newsletters.	Newsletters are issued on a quarterly basis.	Make even more use of Prescribed Information powers. Raise awareness of damp/mould issues and impact on tenants. Arrange for training sessions through Under One Roof.
Continue to report poor performing landlords to Licensing and Regulatory Committee and make use of Rent Penalty Notices/ Suspension of Rent Orders.	Number of properties which fail to meet Tolerable /Repairing Standard monitored and action taken where appropriate.	Continue to make full use of powers where properties fail to meet the tolerable standard. Take enforcement action when needed.
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 25/26	Milestones 25/26	Planned Activity 25/26
Continue to work closely with the Scottish Government in the design and implementation of rent controls.	Housing (Scotland) Bill Stage 2 completion on 29th May 2025 and dates awaited for Stage 3. Consultation on exemptions to	Ongoing engagement in Scottish Government/Local Authority Working Group on Rent Controls. Review Bill on publication of Stage 2 amendments and as Bill progresses.

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		
	the Housing (Scotland) Bill closes on 18th July 2025.	Engage in consultation(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		
Review the Violence Against Women's Partnership, including sector funding and communications strategy, and support actions to effectively prevent and respond to violence.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Deliver on NRS Violence Against Women (VAW) commitments contained within the GVAWP city wide Strategic Plan.	<p>Workshops:</p> <ul style="list-style-type: none"> •Non-Fatal Strangulation (NFS) April 2025; •Legal landscape on Protection Orders in relation to VAW&G May 2025; •Commercial Sexual Exploitation June 25; •Child Sexual Abuse Adult Survivors September 2025; •VAW&G Women Subject to Immigration Barriers December 2025 <p>Online presence and visibility built by March 2026.</p> <p>Meeting schedule for GVAWP Working Groups WAIR; MARAC Steering Group; CSE;</p>	<p>Deliver a series of workshops across all forms of VAW&G.</p> <p>Build online presence and visibility of GVAWP including city wide priorities to tackle all forms VAW&G.</p> <p>Convene and support working groups aligned to the delivery of the GVAWP city wide strategic plan.</p> <p>Contribute to national VAW&G activity by working in partnership with Scottish Government and COSLA as co-owners of Equally Safe.</p>

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		
	<p>Financial Harm; VAW & Homelessness established Q1 2025.</p> <p>Work collaboratively with national partners in work progressed by Scottish Government and COSLA as co-owners of Equally Safe by March 2026.</p>	
Build capacity of NRS VAW Team to support the delivery of NRS VAW strategic commitments.	Additional member of NRS VAW Services appointed by September 2025.	Advertise, recruit and appoint an additional NRS VAW team member.
Continue to work with partners and key stakeholders to consolidate the delivery of Multi Agency Risk Assessment Conference (MARAC) service in Glasgow.	<p>In partnership with key stakeholders Glasgow HSCP; Police Scotland and Wheatley Group work to secure funding to support the continuation of MARAC Service in Glasgow by September 2025.</p> <p>In conjunction with Glasgow MARAC Steering Group agree and develop a sustainable model for the delivery of MARAC Service in Glasgow by March 2026.</p> <p>Make visible multi-agency</p>	<p>Create greater understanding of the role and function of MARAC Service to stakeholders and wider community-based organisations.</p> <p>Convene key stakeholder funders meeting to identify a sustainable funding model for MARAC in Glasgow.</p> <p>Support the MARAC Steering Group to agree a model of MARAC delivery in the city.</p> <p>Provide 1/4ly data on MARAC referrals, issues and trends to Public Protection Committees.</p> <p>Deliver MARAC Workshops to key stakeholder services, including community groups.</p>

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		
	<p>commitments to MARAC, by March 2026.</p> <p>Make clear links to and align high risk victims of domestic abuse to the public protection agenda by October 2025.</p> <p>Create greater understanding of the role and function of MARAC Service to stakeholders and wider community based organisations by March 2026.</p>	<p>Work in partnership with SafeLives and provide data to help inform the national picture on MARAC.</p>
<p>Integrate GVAWP city wide multi agency strategy to prevent and eradicate VAW&G within existing and developing key Glasgow city strategies.</p>	<p>Identify key city-wide strategies where the harms caused by VAW&G are relevant and co-exist and advocate for inclusion along with measurable activity.</p>	<p>Chair and participate in Alcohol and Drug Partnership (ADP) Women's Group, support the delivery of activity aligned to ADP Strategic Plan.</p> <p>Participate and contribute to Glasgow HSCP Domestic Abuse Strategy both strategic and operational groups.</p> <p>Collaborate with Community Planning Partners in the newly established VAW funding stream within GCF. Seek to align the impact of VAW&G within the child poverty agenda.</p> <p>Support GCC to realise its Feminist City ambitions by participating in the Feminist Urbanism Working Group.</p>

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		
Reaffirm GCC commitments to tackling commercial sexual exploitation of women (CSE).	Align GCC CSE policy position with Scottish Government national framework on tackling men's demand for prostitution by the end of Q2 2025/26.	Seek support to review and refresh the current policy position to tackle demand for prostitution.
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.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue with Call for Ideas for City Development Plan.	DPEA find Evidence Report sufficient and gives GCC authority to proceed to prepare CDP2 - 3rd April 2025.	Assess sites/ideas to inform Proposed Plan and drafting timescales as set out in the approved Development Plan Scheme published at - - City Development Plan Scheme 2024 .
Work with the Scottish Government to progress updates to the online planning portal to ensure ease of use for everyone engaging with the planning process.		
Actions 25/26	Milestones 25/26	Planned Activity 25/26
Continue participating and engaging with the Scottish Government on development functionality of the portal.	Respond on any consultations and input on any forums seeking to evolve the portal.	Identify opportunities to engage. Use any feedback from customer engagement to feed into improvements.

APPENDIX 3: SERVICE BUDGET CHANGE SUMMARY 2025 - 26

Ref	Title of Budget Change	Reason for Change (all that apply) (Investment, Income, Maximisation, Renewal Activity, Resource Redirection)	Council Strategic Plan Theme	Amount Submitted 25/26 £'000
	Revenue Investment			
25NR81	23 New Neighbourhood Clean Teams	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	2,300
25NR82	Investment in Nighshift Street Scene	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	1,500
25NR83	Investment Parks Operatives	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	1,640
25NR84	Increase No. Deep Clean Teams	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	1,060
25NR85	Increase No. Enforcement Officers	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	270

25NR86	Increase Resource Pest Control	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	170
25NR87	Fleet and Supervision Capacity	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	460
25NR88	Additional Revenue Roads, Pavements, Carriageways Team	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	1,000
25NR89	Project Capacity Fund	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	680
25NR90	Revenue Raising - Parking Attendants	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	0
25NR101	Staffing Violence Against Women & Girls Strategy	Revenue Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	50
25NR103	Free Public Transport Pilot	Revenue Investment	Fight the climate emergency in a just transition to a net zero Glasgow.	225
25NR104	City Greening Fund	Revenue Investment	Fight the climate emergency in a just transition to a net zero Glasgow.	275
Total	Revenue Investments			9,630

	Revenue Savings -Technical Saving Approved 2024/25			
24NRS24	Allotment Cost Savings	Technical Saving	Fight the climate emergency in a just transition to a net zero Glasgow.	17
24NRS64	Residents Parking Permits based on emissions	Technical Saving	Fight the climate emergency in a just transition to a net zero Glasgow.	393
24NRS73	Review of Cleansing Services Resources	Technical Saving	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	600
24NRS74	Review of Parks Services Resources	Technical Saving	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	57
24NRS78	Residents Parking Permit cost increase for multiple permits	Technical Saving	Fight the climate emergency in a just transition to a net zero Glasgow.	103
24NRS80	Review of City Development Resources	Technical Saving	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	81
24NRS30	Increase of Multi Storey Car Park Charges	Technical Saving	Fight the climate emergency in a just transition to a net zero Glasgow.	5
24NRS31	Increase Off-Street Surface Car Park Charges	Technical Saving	Fight the climate emergency in a just transition to a net zero Glasgow.	8

24NRS33	Increase on-street Pay & Display Charges	Technical Saving	Fight the climate emergency in a just transition to a net zero Glasgow.	615
24NRS34	Increase on-street Pay & Display Charges	Technical Saving	Fight the climate emergency in a just transition to a net zero Glasgow.	1,950
24NRS36	Increase of Business Parking Permits	Technical Saving	Fight the climate emergency in a just transition to a net zero Glasgow.	115
24NRS43	Increase Bulk Uplift Charge	Technical Saving	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	83
24NRS44	Property Investment Proposals	Technical Saving	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	1,224
24NRS45	Enhance Parking Management Measures	Technical Saving	Fight the climate emergency in a just transition to a net zero Glasgow.	-168
24NRS64	New Controlled Parking Zones	Technical Saving	Fight the climate emergency in a just transition to a net zero Glasgow.	151
24NRS80	Community Safety Service Reform	Technical Saving	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	98
24NR41	Review of Contractual Arrangements & Partnership Opportunities	Technical Saving	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	1,500

Total	Revenue Savings -Technical Saving Approved 2024/25			6,832
	2025/26 Approved Savings			
25NR36	Pollok Country Park Parking Increase	Revenue Savings New	Fight the climate emergency in a just transition to a net zero Glasgow.	200
25NR37	Early Closure Blochairn MRF	Revenue Savings New	Fight the climate emergency in a just transition to a net zero Glasgow.	600
25NR38	Increase Planning Application Fees	Revenue Savings New	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	100
25NR42	Review of Property Enquiry & Street Naming Fees	Revenue Savings New	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.	20
Total	Revenue Savings - 2025/26 Approved Savings	Revenue Savings New		920
Total	Revenue Savings			7,752
	Total Net Revenue Change			1,878

CAPITAL INVESTMENT 2025- 2026

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/EP/0036	Safer, Cleaner Greener Back Courts & Lanes	A Sustainable and Low Carbon City	700,000	0	700,000	497,419	202,581
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	3,830,493	0	3,606,656	223,837
C/EP/0039	Closed Landfill - Critical Infrastructure Works	A Sustainable and Low Carbon City	2,375,528	0	2,375,528	127,088	2,248,440
C/EP/0041	Bin Hub Rollout	A Sustainable and Low Carbon City	7,432,095	0	7,432,095	0	7,432,095
	Environmental Protection		15,038,116	3,830,493	11,207,623	4,231,163	10,806,953
C/LS/0181	Seven Lochs Wetland (Delivery)	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	10,417,270	8,542,831	1,874,439	8,574,403	1,842,867

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/LS/0189	Community Facilities & Open Spaces Programme	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	1,566,166	66,802	1,499,364	1,561,246	4,920
C/LS/0194	Parks & Open Spaces 2018/19	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	4,238,713	1,834,344	2,404,369	2,975,552	1,263,161
C/LS/0218	Transforming Pollok Park	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	4,030,340	1,030,340	3,000,000	3,219,245	811,095
C/LS/0220	Children's Outdoor Play 2021/22	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	1,277,821	483,982	793,839	381,678	896,143
C/LS/0226	Renewal of Play Parks	A Sustainable and Low Carbon City A Vibrant City Resilient and	645,207	42,207	603,000	300,101	345,106

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
		Empowered Neighbourhoods					
C/LS/0227	Nature Restoration Fund	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	487,000	0	487,000	448,489	38,511
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	110,619	21,381
C/LS/0248	Renewal of Play Parks 22/23	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	536,938	10,606	526,332	87,154	449,784
C/LS/0249	Neighbourhood Infrastructure Improvement Fund - Parks & Open Spaces	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	1,588,617	88,617	1,500,000	465,305	1,123,312
C/LS/0250	Food Growing 22/23	A Sustainable and Low Carbon City A Vibrant City Resilient and	200,000	0	200,000	87,804	112,196

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
		Empowered Neighbourhoods					
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	573,167	926,833
C/LS/0256	Renewal of Play Parks 2023-2026	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	8,291,676	151,676	8,140,000	252,185	8,039,491
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	53,697	193,303
C/LS/0276	Nature Restoration Fund 25/26	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	206,000	0	206,000	0	206,000
	Parks & Open Spaces		35,364,748	12,251,405	23,113,343	19,090,645	16,274,103

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/LS/0156	Parking & Bus Lane Cameras	A Sustainable and Low Carbon City	1,921,732	0	1,921,732	1,748,406	173,326
C/LS/0178	Cycling Strategy 2016-2025	A Sustainable and Low Carbon City	16,400,308	9,706,175	6,694,133	15,615,570	784,738
C/LS/0184	LED Street Lighting Investment Programme	A Sustainable and Low Carbon City	8,437,710	574,548	7,863,162	8,344,846	92,864
C/LS/0191	Roads & Footpath Investment 1819	A Sustainable and Low Carbon City	49,110,150	0	49,110,150	48,972,500	137,650
C/LS/0197	Crematoria Refurbishment	A Sustainable and Low Carbon City	9,374,000	0	9,374,000	8,726,717	647,283
C/LS/0200	Transport Vehicle & Fuel System (Transport Review)	A Sustainable and Low Carbon City	1,600,000	0	1,600,000	930,758	669,242
C/LS/0201	Street Cleaning Yotta	A Sustainable and Low Carbon City	2,300,000	0	2,300,000	2,189,430	110,570
C/LS/0205	Neighbourhoods Infrastructure 19/20	A Sustainable and Low Carbon City	9,239,899	5,000	9,234,899	8,535,468	704,431
C/LS/0206	Fuel Storage & Dispensing Infrastructure	A Sustainable and Low Carbon City	900,000	0	900,000	288,979	611,021

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
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	652,829	717,171
C/LS/0216	Security	A Sustainable and Low Carbon City	80,000	0	80,000	26,317	53,683
C/LS/0229	Low Emission Zones 21/22	A Sustainable and Low Carbon City	900,000	900,000	0	614,944	285,056
C/LS/0230	20mph Zones	A Sustainable and Low Carbon City	2,579,242	257,971	2,321,271	254,389	2,324,853
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	525,823	525,823	0	522,313	3,510
C/LS/0233	Roads & Footway 22/23	A Sustainable and Low Carbon City	21,400,000	0	21,400,000	20,839,204	560,796
C/LS/0234	Lighting 22/23	A Sustainable and Low Carbon City	20,000,000	0	20,000,000	2,159,074	17,840,926
C/LS/0235	Structures 22/23	A Sustainable and Low Carbon City	20,000,000	0	20,000,000	5,143,958	14,856,042
C/LS/0236	Active Travel 22/23	A Sustainable and Low Carbon City	15,832,285	42,285	15,790,000	2,671,396	13,160,889
C/LS/0237	Tidal Weir 22/23	A Sustainable and Low Carbon City	4,000,000	0	4,000,000	294,245	3,705,755

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	50,437	479,563
C/LS/0239	Fleet Investment 22/23	A Sustainable and Low Carbon City	21,636,000	0	21,636,000	4,452,556	17,183,444
C/LS/0240	Neighbourhood Infrastructure Improvement Fund - AP	Resilient and Empowered Neighbourhoods A Sustainable and Low Carbon City	16,977,985	19,896	16,958,089	1,897,517	15,080,468
C/LS/0241	Traffic Calming Measures 22/23	A Sustainable and Low Carbon City	500,000	0	500,000	257,721	242,279
C/LS/0242	Traffic Signals	A Sustainable and Low Carbon City	1,042,011	0	1,042,011	738,983	303,028
C/LS/0243	Clyde Tunnel 22/23	A Sustainable and Low Carbon City	3,450,000	0	3,450,000	763,059	2,686,941
C/LS/0252	Rooftop Solar on Council Buildings	A Sustainable and Low Carbon City	2,522,302	0	2,522,302	912,322	1,609,980
C/LS/0253	Liveable Neighbourhood Fund	Resilient and Empowered Neighbourhoods A Sustainable and Low Carbon City	1,700,000	0	1,700,000	0	1,700,000
C/LS/0255	City Centre Transformation Plan	Resilient and Empowered Neighbourhoods A Sustainable and Low Carbon City	438,610	438,610	0	438,681	-71

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/LS/0259	Sustrans 2023/24	A Sustainable and Low Carbon City	1,403,050	1,403,050	0	1,404,448	-1,398
C/LS/0260	Active Travel Transformation Fund 23/24	A Sustainable and Low Carbon City	3,918,324	3,918,324	0	3,918,324	0
C/LS/0264	Net Zero Routemap	A Sustainable and Low Carbon City	300,000	0	300,000	278,072	21,928
C/LS/0265	Enhanced Parking Management Measures	A Sustainable and Low Carbon City	1,393,000	0	1,393,000	11,238	1,381,762
C/LS/0266	LED Street Lighting Conversion	A Sustainable and Low Carbon City	8,930,000	0	8,930,000	0	8,930,000
C/LS/0267	Active Travel Tier 1 2024/25	A Sustainable and Low Carbon City	4,604,542	0	4,604,542	2,435,623	2,168,919
C/LS/0268	NRS IT Projects	A Sustainable and Low Carbon City	300,000	0	300,000	0	300,000
C/LS/0270	Road Safety Improvement Fund 24/25	A Sustainable and Low Carbon City	851,682	851,682	0	851,682	0
C/LS/0271	SPT People & Place Programme 24/25	A Sustainable and Low Carbon City	232,128	232,128	0	121,701	110,427
C/LS/0272	Tier 2 ATIF 2024/25	A Sustainable and Low Carbon City	399,978	399,978	0	399,978	0

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/LS/0273	EST 2024/25	A Sustainable and Low Carbon City	73,297	73,297	0	73,297	0
C/LS/0274	Local Authority Direct Award Grant 24/25	A Sustainable and Low Carbon City	165,425	165,425	0	165,425	0
C/LS/0275	Roads Infrastructure 2025/26>	A Sustainable and Low Carbon City	70,100,000	0	70,100,000	0	70,100,000
C/LS/0277	Tier 1 ATIF 2025/26	A Sustainable and Low Carbon City	4,989,000	0	4,989,000	0	4,989,000
C/LS/0279	Local Authority Direct Award 25/26	A Sustainable and Low Carbon City	113,986	113,986	0	0	113,986
C/LS/0280	People & Places Programme 25/26	A Sustainable and Low Carbon City	410,051	410,051	0	0	410,051
C/LS/0281	SPT 2025/26	A Sustainable and Low Carbon City	435,000	435,000	0	0	435,000
C/LS/0282	Traffic Signals 2025/26>	A Sustainable and Low Carbon City	7,300,000	0	7,300,000	0	7,300,000
C/LS/0283	Tier 2 ATIF 2025/26	A Sustainable and Low Carbon City	3,880,000	3,880,000	0	0	3,880,000
	Roads and Transport		349,888,520	28,378,229	321,510,291	152,700,278	197,188,242

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	3,950,000	0	3,950,000	3,950,000	0
C/DR/0116	BGF 2009/11 East End Land Initiatives	A Thriving Economy	27,911,222	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	7,855,791	3,600,000	4,255,791	6,857,792	997,999
C/DR/0175	Parkhead Townscape Heritage Phase 2 (Second Investment Programme)	A Thriving Economy / A Vibrant City	4,719,122	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	1,605,116	3,721,327	4,185,113	1,141,330
C/DR/0192	Strategic Public Realm	A Thriving Economy	4,065,484	1,196,134	2,869,350	3,060,784	1,004,700
C/DR/0193	Contribution to Innovation Centre	A Thriving Economy	1,500,000	0	1,500,000	1,476,271	23,729
C/DR/0199	City Centre Regeneration	A Thriving Economy / A Vibrant City	7,896,790	35,603	7,861,187	4,622,168	3,274,622

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0213	Briggait Creation Centre - GCC Contribution	A Vibrant City	3,559,000	2,559,000	1,000,000	3,490,522	68,478
C/DR/0216	Vacant & Derelict Land 2016/17	A Thriving Economy	1,890,815	2,574,815	-684,000	1,721,244	169,571
C/DR/0218	Regeneration Capital Grant Fund 2016/17	Resilient and Empowered Neighbourhoods	2,130,804	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	743,000	7,820,760	8,535,994	27,766
C/DR/0224	Vacant & Derelict Land 2017/18	A Thriving Economy / A Sustainable and Low Carbon City	3,174,103	3,114,403	59,700	3,001,438	172,665
C/DR/0225	Clay Pits - NGIWMS	A Thriving Economy	1,416,978	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	2,245,085	0	577,584	1,667,501
C/DR/0229	Vacant & Derelict Land Fund 2018/19	A Thriving Economy / A Sustainable and Low Carbon City	2,348,451	2,952,000	-603,549	2,403,232	-54,781
C/DR/0230	River Clyde Flood Management Studies	A Thriving Economy / A Sustainable and Low Carbon City	417,000	367,000	50,000	317,732	99,268
C/DR/0232	Regeneration Capital Grant Fund 2019/20	Resilient and Empowered Neighbourhoods	8,322,445	8,322,445	0	7,090,405	1,232,040

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0233	Vacant & Derelict Land Fund 2019/20	A Thriving Economy / A Sustainable and Low Carbon City	3,589,163	3,528,000	61,163	2,055,669	1,533,494
C/DR/0234	Town Centre Fund 2019/21	A Thriving Economy	3,153,126	3,106,000	47,126	3,086,810	66,316
C/DR/0236	Vacant & Derelict Land Fund 2020/21	A Thriving Economy / A Sustainable and Low Carbon City	2,370,000	2,316,000	54,000	1,271,305	1,098,695
C/DR/0237	Regeneration Capital Grant Fund 2020/21	Resilient and Empowered Neighbourhoods	1,213,177	1,213,177	0	1,090,907	122,270
C/DR/0238	Clyde Mission Funding 2020/21	A Thriving Economy	4,945,382	4,945,382	0	4,322,312	623,070
C/DR/0240	The Place Fund	A Thriving Economy	5,641,865	6,916,000	-1,274,135	2,227,051	3,414,814
C/DR/0241	Camlachie - Phase 3	A Thriving Economy / A Sustainable and Low Carbon City	3,000,000	750,000	2,250,000	50,000	2,950,000
C/DR/0242	Vacant and Derelict Land Fund 2021/22	A Thriving Economy / A Sustainable and Low Carbon City	1,997,794	2,159,000	-161,206	1,567,038	430,756
C/DR/0244	Clyde Gateway - Regeneration	A Thriving Economy	3,200,000	0	3,200,000	2,400,000	800,000
C/DR/0246	Flood Prevention Schemes	Resilient and Empowered Neighbourhoods	7,750,000	0	7,750,000	0	7,750,000

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0247	Vacant and Derelict Land Fund 2022/23	A Thriving Economy / A Sustainable and Low Carbon City	1,654,000	2,159,000	-505,000	1,010,732	643,268
C/DR/0249	Capelrig/ Auldhouse Burn	A Thriving Economy / Resilient and Empowered Neighbourhoods	1,470,375	1,470,375	0	36,155	1,434,220
C/DR/0250	Vacant and Derelict Land Investment Programme 23/24	A Thriving Economy / A Sustainable and Low Carbon City	3,202,097	3,202,097	0	251,886	2,950,211
C/DR/0254	The Place Fund 2023/24	A Thriving Economy	1,260,568	2,242,000	-981,432	629,827	630,741
C/DR/0255	Vacant and Derelict Land Fund 23/24	A Thriving Economy / A Sustainable and Low Carbon City	1,165,920	1,950,000	-784,080	1,058,001	107,919
C/DR/0256	Govan Heritage Development	Resilient and Empowered Neighbourhoods	320,644	87,900	232,744	218,687	101,957
C/DR/0257	RCGF 2023/24	Resilient and Empowered Neighbourhoods	1,965,354	1,965,354	0	573,864	1,391,490
C/DR/0258	Drumchapel LUF	A Thriving Economy / Resilient and Empowered Neighbourhoods	16,759,071	15,094,666	1,664,405	250,394	16,508,677

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0259	Vacant and Derelict Land Fund 24/25	A Thriving Economy / A Sustainable and Low Carbon City	1,142,900	1,270,000	-127,100	349,579	793,321
	Total NRS Regeneration		163,094,729	93,624,785	69,469,944	108,536,163	54,558,566
R/CP/0001	Life Cycle Maintenance Programmes	A Well Governed City that Listens and Responds	15,096,480	96,480	15,000,000	13,948,872	1,147,608
C/CE/0014	Demolition/Surplus Asset Fund - City Property 2014/15	A Well Governed City that Listens and Responds	1,502,700	0	1,502,700	1,423,362	79,338
C/DR/0400	Invest to Improve - Land & Property Fund	A Well Governed City that Listens and Responds	3,245,000	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	15,680,000	18,335,595	5,087,910	28,927,685
C/DR/0406	N&S Depot Improvements	A Well Governed City that Listens and Responds	7,475,039	0	7,475,039	7,928,864	-453,825
C/DR/0407	Glasgow Life General Capital Investment	A Well Governed City that Listens and Responds	20,448,391	0	20,448,391	7,982,169	12,466,222

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	4,547,285	0	4,547,285	2,911,466	1,635,819
C/DR/0409	P&LS Pollok House	A Well Governed City that Listens and Responds	4,066,785	0	4,066,785	1,405,271	2,661,514
C/DR/0410	P&LS City Chambers Complex Investment	A Well Governed City that Listens and Responds	1,847,928	0	1,847,928	1,524,346	323,582
C/DR/0411	GCC Contribution to Citizens Theatre	A Well Governed City that Listens and Responds	18,082,000	13,000,000	5,082,000	18,082,000	0
C/DR/0412	Acquisition of land at Riverside Museum	A Well Governed City that Listens and Responds	20,000	0	20,000	0	20,000
C/DR/0413	Property Sale & Leaseback Fund	A Well Governed City that Listens and Responds	23,775,000	0	23,775,000	19,462,326	4,312,674
C/DR/0415	P&ALS Boiler Renewal	A Well Governed City that Listens and Responds	5,500,000	0	5,500,000	5,009,310	490,690
C/DR/0416	Kelvinhall Film & TV Studio	A Well Governed City that Listens and Responds / A Thriving Economy	14,937,284	7,937,284	7,000,000	15,024,190	-86,906

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0417	P&LS Pollok Stables & Courtyard	A Well Governed City that Listens and Responds / A Thriving Economy	14,549,978	13,049,978	1,500,000	3,946,657	10,603,321
C/DR/0418	NRS Depot Investment 22/23	A Well Governed City that Listens and Responds / A Thriving Economy	37,000,000	17,000,000	20,000,000	3,780,123	33,219,877
C/DR/0420	City Centre & Compliance 22/23	A Well Governed City that Listens and Responds / A Thriving Economy	5,300,000	0	5,300,000	4,177,000	1,123,000
C/DR/0422	Energy Efficiency Fund	A Sustainable and Low Carbon City	5,600,000	0	5,600,000	476,701	5,123,299
C/DR/0423	Fossil Grove	A Well Governed City that Listens and Responds / A Thriving Economy	499,432	0	499,432	0	499,432
C/CU/0085	Community Assets	A Well Governed City that Listens and Responds / Resilient and Empowered Neighbourhoods	46,754,288	95,377	46,658,911	39,556,003	7,198,285

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
	Total NRS - Property & Land Services		264,263,185	67,104,119	197,159,066	154,904,141	109,359,044
C/DR/0300	City Deal - MGSDP	A Thriving Economy / A Sustainable and Low Carbon City	49,647,400	39,093,906	10,553,494	45,870,672	3,776,728
C/DR/0301	City Deal - Collegelands, Calton / Barras	A Thriving Economy / A Vibrant City / A sustainable and Low Carbon City	17,626,774	11,370,966	6,255,808	9,048,838	8,577,936
C/DR/0302	City Deal - Clyde Waterfront & West End	A Thriving Economy / A Vibrant City / A sustainable and Low Carbon City	76,418,143	47,890,252	28,527,891	58,986,482	17,431,661
C/DR/0303	City Deal - City Centre	A Thriving Economy / A Vibrant City / A sustainable and Low Carbon City	102,996,015	43,908,132	59,087,883	42,443,032	60,552,983
C/DR/0304	City Deal - Canal & North Gateway	A Thriving Economy / A Vibrant City / A sustainable and Low Carbon City	12,179,000	10,433,500	1,745,500	10,866,066	1,312,934
C/DR/0305	City Deal - Sighthill	A Thriving Economy / A Vibrant City / A sustainable and Low Carbon City	178,852,979	91,064,142	87,788,837	168,204,753	10,648,226

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
C/DR/0306	City Deal - Metro	A Thriving Economy / A sustainable and Low Carbon City	12,375,000	12,375,000	0	1,154,638	11,220,362
	Total NRS - City Deal		450,095,311	256,135,898	193,959,413	336,574,481	113,520,830
C/DR/0094	CGF 08/09 Broomielaw Pavilion	A Thriving Economy / A Vibrant City	463,539	0	463,539	463,539	0
C/DR/0115	BGF 2009/11 Govan Town Centre	A Thriving Economy / A Vibrant City	3,560,432	1,578,150	1,982,282	3,560,432	0
C/DR/0217	Govan THI/CARS Phase 2	A Thriving Economy / A Vibrant City	£4,326,054	£2,899,797	1,426,257	4324075.78	1,978
C/DR/0239	Regeneration Capital Grant Fund 2021/22	Resilient and Empowered Neighbourhoods	£1,480,000	£1,480,000	0	1480000	0
C/DR/0248	Improving the Condition and Energy Efficiency of Pre-1919 Housing	A Sustainable and Low Carbon City	£2,000,000	£0	2,000,000	2000000	0
C/DR/0253	Shared Prosperity Fund	A Thriving Economy / Resilient and	£1,429,240	£1,429,240	0	1300000	129,240

Ref	Option	Strategic Plan Theme	Gross Expenditure £	Gross Income £	Net Expenditure £	Expenditure incurred to Date £	Balance remaining £
		Empowered Neighbourhoods					
	Completed projects removed at the end of 24/25		£13,259,265	£7,387,187	£5,872,078	£13,128,047	£131,218
	GRAND TOTAL		£1,291,003,874	£468,712,116	£822,291,758	£789,164,918	£501,838,956

New Capital Investment 2025/26			
Ref.	Option	Council Strategic Plan Theme	Investment (£m)
25NR91	Investment in roads, pavements, carriageways and cycleways	A Sustainable and Low Carbon City	20.000
25NR93	Investment in parks and open spaces, prioritising those in higher SIMD areas	A Sustainable and Low Carbon City A Vibrant City Resilient and Empowered Neighbourhoods	3.000
N/A	Carriageway Investment	A Sustainable and Low Carbon City	40.550
N/A	Footway Investment	A Sustainable and Low Carbon City	5.900
N/A	Street Furniture	A Sustainable and Low Carbon City	1.550
N/A	Lighting	A Sustainable and Low Carbon City	7.500
N/A	Drainage	A Sustainable and Low Carbon City	2.100
N/A	Traffic Signals/Traffic Management	A Sustainable and Low Carbon City	7.300
N/A	Structures	A Sustainable and Low Carbon City	10.700
N/A	Fleet	A Sustainable and Low Carbon City	5.000
N/A	Heritage Property Investment	A Sustainable and Low Carbon City A Vibrant City	3.000
N/A	Community Asset Property Investment	Resilient and Empowered Neighbourhoods	3.000
N/A	Property – Sustainability Investment	A Sustainable and Low Carbon City	8.500
N/A	Property Compliance/Other	A Vibrant City Resilient and Empowered Neighbourhoods A Sustainable and Low Carbon City A Well Governed City that Listens and Responds	4.500

N/A	Property Investment – Sale and Leaseback Properties	A Sustainable and Low Carbon City A Vibrant City	11.000
N/A	Property – NRS Depots	A Sustainable and Low Carbon City A Well Governed City that Listens and Responds	6.000
N/A	Clyde Gateway	A Vibrant City A Sustainable and Low Carbon City	2.400
25NR92	Bringing Property and Land back into Productive Use	A Sustainable and Low Carbon City A Vibrant City	10.000
25NR94	Rapid Repairs Fund and the City Centre Improvement Grant	A Sustainable and Low Carbon City A Vibrant City	1.000
25NR99	Climate Emergency Capital Fund	A Sustainable and Low Carbon City A Well Governed City that Listens and Responds Resilient and Empowered Neighbourhoods	8.000
25NR100	Feminist City Action Fund	A Well Governed City that Listens and Responds Resilient and Empowered Neighbourhoods	0.500
	Total Investment (£m)		161.500

APPENDIX 4: COMMUNICATION AND ENGAGEMENT

Please email the address below for any queries you may have in relation to the ASPIR 2025/26:

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.