



**Glasgow City Council**

**Environment and Liveable Neighbourhoods  
City Policy Committee**

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

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**Item 4**

**28th April 2026**

**2025/26 Budget Investment Update**

**Purpose of Report:**

To provide Elected Members with an update one year on the implementation of the 2025/26 Budget investment in Streetscene, Enforcement and Parks Operational services.

**Recommendations:**

It is recommended that Committee notes progress in relation to the Council budget investments in Streetscene, Parks and Enforcement.

Ward No(s):

Citywide: ✓

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

## **1. Background**

1.1. As approved within the Council Budget [2025/26](#), Neighbourhoods, Regeneration and Sustainability (NRS) received £6.5m in additional revenue investment to expand core operational services across the city. This budget supported the enhancement of the Deep Clean service, Nightshift Streetscene operations, the creation of 23 Neighbourhood Clean Teams, and an expansion of Parks Operatives.

1.2. Budget Investment Breakdown:

- 23 Neighbourhood Clean Teams – £2,300,000
- Nightshift Streetscene Expansion – £1,500,000
- Increase in Deep Clean Teams – £1,060,000
- Increase in Parks Operatives – £1,640,000
- Total: £6,500,000

## **2. Recruitment and Workforce Expansion**

2.1. Delivery of the 2025/26 investment programme required one of the largest coordinated recruitment exercises undertaken by Neighbourhoods, Regeneration and Sustainability (NRS) in recent years. With significant workforce expansion required across Streetscene, Deep Clean Teams, Neighbourhood Clean Teams, Nightshift services and Parks Operations, a multi-service recruitment campaign was developed to ensure that all posts could be filled at pace and with high-quality candidates.

2.2. A dedicated recruitment team was established to coordinate activity, working closely with service managers, HR and Corporate Communications to design an accessible and attractive campaign. This included a series of large-scale job fairs held in March and April 2025, targeted at attracting local residents and individuals seeking to enter or return to employment. These events generated substantial interest, with hundreds of attendees engaging directly with operational supervisors, learning about the nature of the roles and the opportunities created through the investment.

2.3. In addition to the job fairs, the recruitment campaign utilised multiple channels including social media promotion, the Council's recruitment portal, targeted advertising, and collaboration with employability partners. This ensured a broad and diverse applicant pool, supporting both the Council's workforce planning needs and wider employability objectives.

2.4. Recruitment activity commenced in early 2025, some teams became operational at slightly different points once all employment checks and inductions were fully completed. This approach ensured that staff were safely

and appropriately prepared for their roles prior to deployment, particularly within frontline operational environments.

- 2.5. The phased mobilisation of teams allowed services to maintain continuity, manage induction and training capacity effectively, and embed new staff in a sustainable way. All teams are now fully operational, with workforce numbers aligned to the approved investment model.

### 3. Operational Workstreams

#### 3.1. Nightshift Streetscene

The Nightshift Streetscene service operates across high-footfall and restricted-access areas, undertaking litter bin servicing, deep cleansing and mechanical sweeping. Investment increased staffing from 40 to 80 operatives, enabling significant expansion in operational coverage.

Table 1

Category	Staff
Current	40
New Model	80
Working Pattern	4 on / 4 off

- 3.2. The Nightshift service provides essential supplementary cleansing and environmental maintenance activity that enhances overall service delivery across the city. Operating out with standard daytime hours enables the service to respond effectively to issues associated with evening footfall, the night-time economy, and early-morning presentation standards.
- 3.3. Enhanced City Centre Cleansing. Nightshift delivers targeted cleansing of high-footfall areas, including mechanical sweeping, manual litter picking, barrow-beat coverage, and hotspot response in areas affected by late-night activity. This ensures priority locations are clean and presentable ahead of morning business, commuting and tourism activity.
- 3.4. Enhanced Street Bin Servicing. Recent investment in night-time street bin servicing has significantly strengthened operational capacity. Nightshift now undertakes enhanced collection of street litter bins, particularly within high-demand areas. This has enabled the number of bins serviced overnight to double, improving early-morning cleanliness and reducing daytime pressures on bin crews. The expanded bin servicing schedule supports cleaner streets during peak business and visitor hours and contributes to more consistent litter management citywide.
- 3.5. Bin-Side and Street Furniture Cleansing. Through routine barrow-beat activity, nightshift contributes to cleansing around street litter bins, removing waste accumulations around benches, bus stops and street furniture, and supporting safe access and higher environmental standards for the morning period. This complements daytime servicing and supports an improved overall street

scene.

- 3.6. Out-of-Town and Key Facilities Coverage Nightshift maintains additional cleansing at key locations outside the city centre, including Baillieston, Silverburn, Paisley Road West and crematoria. This ensures high and consistent environmental standards across wider community, retail, and transport environments.
- 3.7. Rapid Response to Night-Time Environmental Issues Nightshift capacity enables early intervention for issues arising from the night-time economy, unplanned refuse accumulations, weather-related debris and late-evening high-footfall impacts. This reduces escalation into daytime operational hours and protects morning presentation standards.

#### 4. Deep Clean Service

Table 2

Category	Squads	Operatives
Current	14	42
New	10	30
Total	24	72

- 4.1. The Deep Clean programme provides every ward with enhanced, planned cleansing based on operational data, Elected Member feedback and Neighbourhood Liaison Team intelligence. The service originally operated with 14 squads, each comprising one driver and three operatives. The 2025/26 budget investment funded 10 additional squads, expanding capacity to 24 Deep Clean squads citywide.
- 4.2. During the mobilisation phase, and prior to full deployment, Deep Clean teams provided operational support to Neighbourhood Clean Teams as they were recruited and became operational. This ensured additional cleansing capacity was available on the ground while recruitment, training and employment checks were completed across all services.
- 4.3. The expanded Deep Clean model became fully operational from February 2026, following completion of recruitment and induction. Squads are actively deployed across all 23 electoral wards. Since February 2026, Deep Clean teams have Deep cleaned over 400 streets citywide
- 4.4. This level of delivery places the programme on track to deep clean every street in Glasgow within a year, representing a step-change in the scale and consistency of enhanced cleansing across the city.
- 4.5. Deep Clean activity includes:
  - Clearing weed growth and detritus build-ups

- Cutting back overhanging and encroaching vegetation
  - Addressing environmental blight and known hotspot locations
  - Supporting the Roads Gully Cleansing Programme to improve drainage and reduce surface water issues
- 4.6. This structured, planned approach ensures that every ward receives a predictable deep cleaning intervention, while retaining the flexibility to respond to emerging issues.

## 5. Digital Transformation of Service Delivery

5.1. Alongside the workforce expansion, the Deep Clean service is undergoing a digital transformation to improve planning, monitoring and accountability. Frontline Teams and supervisors are being trained to support this shift, enabling:

- Real-time digital recording of completed tasks
- Improved accuracy and consistency of operational data
- Enhanced resource planning and deployment
- Data-driven decision-making to target environmental issues more effectively

5.2. This is being delivered through the services management information system, ALLOY, providing a single platform for capturing activity, monitoring progress and strengthening service outcomes.

## 6. Neighbourhood Clean Teams

6.1. The 23 Neighbourhood Clean Teams provide targeted, rapid response cleansing tasks within each ward.

Table 3

Squads	Drivers	Operatives
23	23	46
Working Pattern	Mon-Fri	Mon-Fri

6.2. From September 2025 to early April 2026, the Neighbourhood Clean Teams have delivered sustained and increasing levels of frontline activity across the city.

Cumulative Outputs Since Mobilisation:

- Streets completed: 1,888
- Operational activities completed: 4,962

6.3. These figures reflect both proactive programmed activity and reactive responses linked to ETAC tasking, service requests and local intelligence.

6.4. Neighbourhood Clean Team activity has focused on:

- De-littering and sweeping of residential streets and key routes
- De-weeding and scraping of pavements, kerb lines and channels
- Removal of light fly-tipping and waste accumulations
- Improvement of street presentation around bins, street furniture and access points
- Targeted deployments aligned to identified hotspots
- Support to multi-service Days of Action and Weeks of Action

6.5. The teams operate flexibly within wards, allowing rapid redeployment to priority locations while maintaining routine environmental standards.

## 7. Parks Operatives

7.1. Investment expanded the Parks Operative workforce from 260 to 310 staff, strengthening routine and seasonal maintenance capacity across all parks, open spaces and cemeteries.

Table 4.

Category	Operatives
Current	260
New Model	310
Working Pattern	4 on / 4 off

7.2. The investment in 50 additional Parks Operative posts has significantly strengthened the Council's ability to deliver safe, well-maintained and accessible parks, open spaces and cemeteries throughout the year. This increased staffing capacity provides greater resilience within the service, allowing routine maintenance activity to be delivered more consistently while also enhancing the service's ability to respond to seasonal pressures, adverse weather and emerging issues.

The additional resource enables:

- Improved coverage across parks, open spaces and cemeteries, supporting more frequent inspections and routine maintenance
- Increased capacity for litter control, path maintenance and infrastructure upkeep, contributing to higher standards of presentation and safety
- Greater flexibility to deploy staff to priority locations during peak seasonal demand, events or weather-related incidents

- 7.3. A key benefit of the expanded workforce is the strengthening of the winter maintenance programme. The additional operatives provide vital capacity to support gritting, snow clearance and access management within parks, cemeteries and key pedestrian routes during periods of severe weather. This improves service resilience during winter months, helps maintain public access, and reduces the impact of adverse conditions on communities, visitors and essential services.

## **8. Enforcement**

- 8.1. The investment funded the appointment of 4 additional Commercial Waste Enforcement Officers (CWEO) and 4 additional Technical Enforcement Support Officers to tackle fly tipping and inappropriate disposal of commercial waste.
- 8.2. The additional staff has allowed the team to carry out an enhanced monitoring regime across a range of different shift patterns. The enhanced service has resulted in an increased number of Duty of Care notices being issued. This ensures businesses have the appropriate waste contract.
- 8.3. This increase in Duty of Care notices indicate that the teams are:
- Identifying issues earlier
  - Intervening before offences escalate
  - Reducing repeat offences
- 8.4 Technical Enforcement Support Officers (TESO)

The additional TESO's have allowed for a more resilient response to domestic waste issues. Officers work in partnership with Neighbourhood Clean teams and Neighbourhood Liaison officers to tackle hotspot areas for fly-tipping. Enhancing this service has improved the ability for officers to respond in real time and to provide a targeted bag search response which can support formal action for domestic waste offences.

## **9. Neighbourhood Liaison Team (NLT)**

- 9.1. The Neighbourhood Liaison Team (NLT) provides the coordination that ensures ward-level operational alignment across cleansing, enforcement and environmental improvement activity. The team plays a central role in deploying the newly established Neighbourhood Teams and expanded Deep Clean service, ensuring rapid, visible impact within weeks and days of targeted action.
- 9.2. Core functions of the NLT include:
- Scheduling and alignment of Neighbourhood Clean Teams

- Alignment of Deep Clean activity
- Use of local intelligence, operational data and elected member feedback to target resources effectively

## **10. Environmental Tasking and Coordination (ETAC)**

- 10.1. Environmental Tasking and Coordination (ETAC) is NRS's operational framework for identifying, prioritising and addressing environmental crime, environmental degradation and persistent hotspot locations across the city. It brings together intelligence from frontline services, analytical data, Neighbourhood Coordinators' local knowledge, and concerns raised by communities and Elected Members to agree targeted, evidence-based interventions. ETAC provides a structured forum for services to jointly assess issues, align resources and focus activity where it will have the greatest impact on neighbourhood environmental quality.
- 10.2. The 2025/26 investment has strengthened ETAC's effectiveness by providing additional frontline capacity through Neighbourhood Clean Teams, expanded Deep Clean squads, enhanced Nightshift Streetscene operations and increased enforcement resources. This allows ETAC to move more quickly from identification of issues to coordinated on-street action, supporting the delivery of Weeks of Action, Days of Action and sustained interventions at repeat hotspot locations. The increased operational capacity improves follow-through on ETAC tasking decisions and supports more consistent, visible and longer-term environmental improvements across communities.

## **11. Weeks of Action (WoA) and Days of Action (DoA)**

- 11.1. Neighbourhood Clean Teams and Deep Clean Teams are at the forefront of the Council's rolling Weeks of Action and Days of Action programme, providing intensive, place-based environmental improvement within days and weeks of targeted intervention.
- 11.2. Neighbourhoods, Regeneration and Sustainability delivers:
- Weeks of Action (WoA) on a monthly basis, operating across different sectors of the city
  - Days of Action (DoA) on a flexible, responsive basis, deployed where immediate intervention is required
- 11.3. Recent Day of Action has taken place in Govanhill delivering rapid improvements to environmental quality and community presentation. See Appendix 1.

- 11.4. The Neighbourhood Liaison Team coordinates the programme, ensuring services are aligned, roles are clearly defined, and activity is sequenced to maximise impact.
- 11.5. Locations for Weeks and Days of Action are identified by Neighbourhood Coordinators, supported by the wider Neighbourhood Liaison Team, using a combination of:
- Local knowledge and direct observation
  - Analytical and operational data
  - Community intelligence and resident feedback
  - Information gathered through Environmental Tasking and Coordination (ETAC) discussions
- 11.6. The number of streets included within each action is determined by local need, geography and the scale of environmental issues identified.
- 11.7. A coordinated multi-service approach is adopted, with Neighbourhood Clean Teams and Deep Clean Teams providing the core operational response. Supporting services may include:
- Neighbourhood Clean Teams
  - Deep Clean Teams
  - Streetscene services
  - Commercial Waste Enforcement
  - Community Enforcement Officers
  - Neighbourhood Improvement and Enforcement Services (NIES)
  - Public Health
  - Roads Operations
  - Lighting
  - Graffiti Removal
- 11.8. The Neighbourhood Liaison Team ensures clarity of remit, effective sequencing of activity, and consistent communication with elected members and stakeholders.
- 11.9. Support is also drawn from Police Scotland, Housing Associations, community groups and local residents to reinforce positive behaviour change and deliver sustainable improvements within communities.

## 12. Community Engagement

- 12.1. A coordinated promotion and engagement campaign was introduced across the Council's corporate social media channels to raise awareness of the additional operational activity taking place in communities. The campaign focuses on demonstrating how the investment is being translated into visible improvements on the ground through Neighbourhood Clean Teams, Deep Clean activity, Nightshift operations and enhanced parks and streetscene services. Content highlights real examples of work being delivered, supports transparency, and helps reinforce positive behaviour change by showing residents how issues are being addressed.
- 12.2. In parallel, a dedicated Council landing page was developed to provide residents with a single, accessible source of information on the programme of works being delivered as a result of the investment. The page [Investing in your community](#) outlines the purpose of the funding, the services involved, and the types of activity residents can expect to see in their neighbourhoods. This supports clear communication, complements social media messaging, and provides a consistent reference point for elected members, community organisations and residents seeking information on ongoing and planned activity

## 13. Social Media Performance – Key Highlights

- Engagement performance continues to significantly exceed Government benchmarks across all platforms (e.g., Gov averages: Facebook 2.5%, X/Twitter 1.7%).
- Facebook remains the strongest channel, with typical engagement of 3–7%, and cleansing-related posts consistently reaching 10–15%, demonstrating high public resonance.
- X/Twitter posts routinely achieve 3–4% engagement, well above the sector average, with cleansing content peaking at 7.4%.
- The service has a substantial and highly active online audience (approx. 90,000 followers on Facebook and 240,000 on X), supporting broad reach for operational updates.
- Cleansing and environmental-improvement content continues to generate the highest engagement and shares, reflecting strong public interest in frontline activity.
- Overall sentiment is positive, with a noticeable reduction in complaint-led comments over recent months.

- 13.1. Alongside the expansion of operational services, there has been a strong emphasis on engagement with communities, Elected Members and local partners to ensure the additional investment is visible, understood and responsive to local priorities. Feedback from the Neighbourhood Liaison Team demonstrates that the new Neighbourhood Clean Teams and Deep Clean services are already having a noticeable on-street impact, with improvements widely observed and positively received across neighbourhoods.
- 13.2. Across the city, engagement has been supported through regular walkabouts, environmental inspections and attendance at Community Council and residents' meetings. Where Elected Members have identified specific locations for attention, these have been incorporated into planned activity and prioritised where appropriate. In areas where fewer direct requests have been received, Neighbourhood Coordinators have proactively identified streets and hotspot locations using direct observation, community feedback and operational data, ensuring consistent coverage and momentum.
- 13.3. Feedback from communities, Community Councils and Elected Members has been broadly positive, with many noting clear visual improvements in street cleanliness, presentation and general environmental standards. The structured, neighbourhood-based approach has been particularly effective in demonstrating visible progress, supporting confidence that the investment is delivering tangible outcomes at local level. Regular updates, including before-and-after imagery where appropriate, have further supported transparency and engagement.
- 13.4. This local-level engagement is reinforced by the wider promotional campaign delivered through the Council's corporate social media channels and the dedicated "*Investing in Your Community*" landing page.

#### **14. Next Steps**

- Embed and stabilise the expanded service models across Streetscene, Neighbourhood Clean Teams, Deep Clean, Nightshift and Parks Operations, ensuring consistent delivery across all wards.
- Continue to monitor performance through operational management arrangements, ETAC tasking and digital reporting systems, using data and local intelligence to target activity where it will have the greatest impact.
- Further investment approved within the Council Budget 2026/27 allowing for further recruitment of six new sector-based Neighbourhood Clean Teams to augment existing provision, with a targeted focus on areas of high deprivation as identified through SIMD data and Child Poverty Booster Wards.

- Use learning from Year 1 delivery to refine deployment models, working patterns and resource allocation to improve efficiency and outcomes.
- Maintain ongoing engagement with Elected Members, communities and partners to ensure activity remains responsive to local priorities and visible within neighbourhoods.

## **Appendix 1 – Example Day of Action (DoA)**

### **Bankhall Street / Batson Street, Govanhill**

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#### **1. Location and Date**

- **Location:** Bankhall Street / Batson Street
  - **Ward:** Govanhill
  - **Date:** Thursday 26 February 2026
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#### **2. Purpose of the Day of Action**

The Day of Action was delivered through the Environmental Tasking and Coordination (ETAC) framework and coordinated by the Neighbourhood Liaison Team. The intervention aimed to address persistent environmental issues through a concentrated, multi-service deployment.

The key objectives were to:

- Promote behaviour change among residents and businesses
  - Clear outstanding gulleys to reduce surface water and flooding issues
  - Improve streetscape and kerb line presentation
  - Remove mud, detritus and environmental blight
  - Address issues around street furniture and school boundaries
  - Examine Taylor bins to assess potential commercial waste misuse
- 

#### **3. Services Involved**

A coordinated multi-service approach was deployed, including:

- Roads Operations
- Streetscene Services
- Neighbourhood Clean Team
- Deep Clean Team
- Rapid Response Team

- Waste Management
  - Public Health
  - Commercial Waste Enforcement
  - Parks and Open Spaces
  - Parking Enforcement
  - Neighbourhood Improvement and Enforcement Services (NIES)
  - CCTV and Uniformed Services
  - Communications
- 

#### **4. Key Activity Delivered**

- Temporary road closure implemented to facilitate works
  - Four of five gulleys cleared; one obstructed by a stationary vehicle
  - Potholes and pedestrian trip hazards repaired
  - Power washing of pavements and cleansing of street litter bins
  - Mechanical sweeping of carriageway and kerb lines
  - Manual de-littering, de-weeding and scraping of pavements
  - Removal of flyposting and targeted cleansing around school perimeter
  - Removal of fly-tipped safe and damaged concrete bollard using Hiab
  - Inspection of six Taylor bins for commercial or domestic contamination
  - Graffiti removal totalling approximately 49 metres across street furniture, utility boxes, closes and shopfronts
  - Parking enforcement activity, including vehicle movements and PCNs
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#### **5. Coordination and Engagement**

The Day of Action was coordinated on site by the Neighbourhood Coordinator, who:

- Sequenced activity across services
- Resolved operational issues during the day

- Ensured effective use of resources
- Maintained engagement with stakeholders and partners

Stakeholders notified or involved included Elected Members, Govanhill Community Council, Holy Cross Primary School, Police Scotland, Govanhill Housing Association and community groups.

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## 6. Outcomes and Feedback

The Day of Action delivered visible environmental improvements across the targeted streets and contributed to improved street cleanliness, safety and presentation.

Community feedback received included:

*“You can definitely see an improvement in the area regarding street cleansing.”*  
— Govanhill Community Council

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## 7. Summary

This Day of Action demonstrates how the enhanced operational capacity resulting from the 2025/26 investment supports ETAC delivery. The deployment of Neighbourhood Clean Teams, Deep Clean squads, enforcement officers and supporting services enables rapid, coordinated interventions that deliver visible improvements and support longer-term environmental resilience.

## 8 Policy and Resource Implications

### Resource Implications:

*Financial:*

*Legal:*

*Personnel:*

*Procurement:*

- Council Strategic Plan:** Grand Challenge: Increase opportunity and prosperity for all our citizens
- Support residents into sustainable and fair work, through the creation of new and higher-quality employment opportunities.

## Grand Challenge – Create Safe, Clean and Thriving Neighbourhoods

- Deliver a new rolling programme of Neighbourhood Deep Cleans.

### Equality and Socio-Economic Impacts:

*Does the proposal support the Council's Equality Outcomes 2025-29? Please specify.*

Yes – Supports outcomes 7 and 10

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

An EQIA screening has been undertaken. Positive impacts identified

- Employment and income opportunities
  - Investment-led job creation has the potential to benefit groups who experience labour-market disadvantage, including:
    - people with disabilities,
    - women,
    - ethnic minority communities,
    - younger people entering the workforce,
    - older workers seeking sustainable employment.
  - .
- Place-based benefits
  - Green and sustainable investment can contribute to improved neighbourhood environments, particularly in areas experiencing environmental and economic disadvantage.

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

• Socio-economic inclusion  
By supporting inclusive economic growth, the investments may help address inequalities linked to deprivation and access to opportunity

### Climate Impacts:

*Does the proposal support any Climate*

The investment supports the delivery of Glasgow City Council's Climate Plan actions by

*Plan actions? Please specify:*

promoting green and low-carbon investment, supporting the city's net zero ambition and enabling a just transition. While the report itself is strategic in nature, climate impacts will be considered and monitored through implementation and at project level.

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

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

**Privacy and Data Protection Impacts:**

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

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

**9 Recommendations**

It is recommended that Committee notes progress in relation to budget investments in Streetscene, Parks and Enforcement.