



Glasgow City Council
City Administration Committee

Item 3

12th March 2026

Report by Councillor Angus Millar, City Convener for Climate, Glasgow Green Deal, Transport and City Centre Recovery

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GLASGOW CITY CENTRE NIGHT-TIME ECONOMY (NTE)

Purpose of Report:

To update Members on progress made to date through the City Centre Task Force Night-Time Economy (NTE) Subgroup, and to seek formal approval of related recommendations.

Recommendations:

It is recommended that Committee:

- (i) Consider the contents of this report.
- (ii) Note the proposed Night-Time Economy (NTE) Vision for Glasgow.
- (iii) Approve the associated High-Level Action Plan.
- (iv) Note the transition of the existing NTE Subgroup into the newly established Night-Time Economy Commission.
- (v) Note that recruitment will commence for a Night-Time Officer to support the work of the Commission.
- (vi) Note that an annual update on the Commission's activity will be submitted to the relevant committee.

Ward No(s): 10

Citywide:

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

1 INTRODUCTION

- 1.1 Members will recall that the *Glasgow City Centre Strategy 2024–2030* (CCS) was formally approved by the City Administration Committee on 21 March 2024, setting a clear framework for the next phase of city centre transformation.
- 1.2 The CCS provides the overarching regeneration blueprint for Glasgow’s city centre, drawing together the ambitions of a wide range of strategic plans, including the *Glasgow Strategic Plan 2022–2027*, the *City Development Plan*, the *Climate Plan*, and the *Housing Strategy*, among others.
- 1.3 The City Centre Task Force (CCTF), supported by its thematic Sub-Groups, provides strategic oversight and coordination of the CCS. Co-chaired by Councillor Angus Millar, City Convener for Climate, Glasgow Green Deal, Transport and City Centre Recovery, and Stuart Patrick, CEO of the Glasgow Chamber of Commerce, the CCTF drives collaborative delivery through four dedicated Sub-Groups:
 - City Centre Transport Sub-Group (CCTSG)
 - City Services, Operations & Events Sub-Group (Ops SG)
 - Infrastructure, Development & Repurposing Sub-Group (Dev SG)
 - Evening/Night-Time Economy & Hospitality Sub-Group (NTESG)
- 1.4 This report provides Members with an update on key areas of work progressing through the NTESG.

2 BACKGROUND & CONTEXT

- 2.1 The NTESG brings together a strong cross-section of representatives from Glasgow’s local private sector and key external organisations. It is chaired by Mike Grieve, Director of the Sub Club and Chair of the Night-Time Industries Association (NTIA) Scotland, providing experienced sectoral leadership.
- 2.2 An initial NTESG Terms of Reference (TOR) and outline objectives were agreed in August 2024, establishing a clear foundation for coordinated action and reporting into the CCTF strategic structure. Early workstreams focused on:
 - Evidence-based data gathering to inform priorities
 - Identifying opportunities to strengthen and grow night-time activity in the city centre
 - Exploring potential models for NTE leadership and coordination
 - Enhancing public safety in the night-time environment
 - Supporting improvements to night-time public transport
 - Developing promotional and marketing opportunities for Glasgow’s NTE
- 2.3 The Group’s programme has been further shaped by the Council Motion of 16 May 2024, which reinforced the importance of a vibrant and well-supported night-time economy.

- 2.4 In addition, the launch of the NTIA Scotland Manifesto in October 2025 has provided valuable national-level insights and recommendations for both Scottish Government and local authorities, offering further context for the Group's work.
- 2.5 Within this wider strategic landscape, the NTESG has progressed two major pieces of work:
 - Development of a refreshed Night-Time Economy Vision for Glasgow
 - Development of a supporting High-Level Action Plan to guide delivery
- 2.6 A cross-party Political Oversight Group (POG) chaired by Cllr Millar with representatives from the night time sector and the Council family met on 10 December 2025 and 18 February 2026 to examine and refine these proposals. Their feedback has been integral to shaping the recommendations presented in this report.

3 NTE VISION FOR GLASGOW

- 3.1 To ensure that the development of this document fully reflected the experience and priorities of the private sector, independent specialist expertise was commissioned. A contract was awarded in January 2025 to industry leaders SixTillSix and MAKE Associates, funded by NRS City Centre Regeneration and procured through Glasgow Life.
- 3.2 The development process has been comprehensive and collaborative, drawing on multiple phases of activity. This has included desktop research, night-testing, targeted stakeholder engagement, night audits, structured workshops, and ongoing input from NTESG members.
- 3.3 To benchmark Glasgow's performance, the project applied the internationally recognised Purple Flag assessment framework, regarded as the gold standard for evaluating and managing evening and night-time economies.
- 3.4 The resulting NTE Vision for Glasgow, *Night Shift: Glasgow*, embraces best practice throughout its development. It sets out a positive and ambitious citywide plan to deliver a safer, more diverse and more vibrant night-time experience between 6pm and 6am. The Vision seeks to support local businesses, protect and enhance cultural institutions, and strengthen public confidence in the safety and appeal of the city centre at night.
- 3.5 It champions a collaborative model of leadership involving the night-time industries, the Council, Police Scotland, transport partners, educational and cultural organisations.
- 3.6 The Vision promotes a uniquely Glasgow night-time offer, including food innovation, low and no-alcohol options, competitive socialising, cultural activity and healthier leisure choices. It identifies five priority themes – Strategy and Governance, Wellbeing, Movement, Appeal and Place – supported by actions to improve lighting, public realm, cleanliness and activation of the riverside.
- 3.7 Collectively, these will help position Glasgow as a leading 24-hour city with a cohesive, inclusive and future-focused night-time economy.
- 3.8 A copy of the NTE Vision for Glasgow is available in **Appendix 1**.

4 ASSOCIATED ACTION PLAN

- 4.1 A High Level Action Plan has been prepared to translate the recommendations within the Night-Time Economy (NTE) Vision for Glasgow into clear, deliverable actions which the Council, for its part, can take forward. This plan, included at **Appendix 2**, sets out practical steps across the five thematic areas (as per item 3.6 above). Priority actions to be progressed include:
- pursuing Purple Flag accreditation
 - introducing new safety and wellbeing initiatives
 - improving late night transport and walking routes
 - supporting cultural venues, independent businesses and new night-time experiences
 - enhancing public realm, lighting and activation of the riverside
 - developing a Glasgow Licensing Charter
- 4.2 A key focus of the NTE Vision and discussions to date has been the requirement to establish a new citywide leadership framework for the evening and night-time economy. In pursuing a collective model of leadership, it is proposed that the current Night-Time Economy Sub Group will evolve into a wider Night-Time Economy Commission for Glasgow. This new body will provide strategic leadership for the city's night-time ambitions.
- 4.3 The Commission will be supported by a dedicated Night-Time Economy council officer. This role will be a key interface between the NTE sector and public sector functions, coordinating the delivery of the High-Level Action Plan across Council services and supporting the Commission to develop and deliver its own detailed workplan.
- 4.4 This strengthened governance structure will ensure momentum behind the Vision and help position Glasgow as a vibrant, inclusive and well connected 24 hour city.

5 NEXT STEPS

- 5.1 Transition of the NTESG into the new NTE Commission, including agreement of updated Terms of Reference - and development of a detailed work plan to be led by the NTE Commission and supported by the NTE Officer.

6 POLICY AND RESOURCE IMPLICATIONS

Resource Implications:

<i>Financial:</i>	Delivery of actions will be met from within existing resources
<i>Legal:</i>	There are no legal implications
<i>Personnel:</i>	Creation of a new post, provided for in the Council's approved 2026-27 Budget.
<i>Procurement:</i>	Any external service provision requirements to be explored as appropriate throughout Action Plan lifecycle

Council Strategic Plan:

Specify which Grand Challenge (s) and Mission (s) the proposal supports. Where appropriate the relevant Commitment can also be listed.

- **GRAND CHALLENGE ONE – Support Glasgow to be a city that is active and culturally vibrant**
 - MISSION 4: Protect, diversify and enhance Glasgow's museums, recognising their national importance whilst protecting free entry for city residents and exploring alternative funding models.
 - MISSION 4: Consider updated ways of funding cultural organisations in the city and promote fair pay for cultural freelancers
- **GRAND CHALLENGE TWO – Support Glasgow residents into sustainable and fair work**
 - MISSION 1: Develop a Hospitality Action Plan, which supports recovery, addresses skills gaps, promotes sustainability, and improves pay and conditions for workers, in line with the Fair Hospitality charter
 - MISSION 1: 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
 - MISSION 2: Support the development of Glasgow's Cultural Strategy
- **GRAND CHALLENGE THREE – Deliver sustainable transport and travel aligned with the city region**
 - MISSION 1: Advocate for extended Subway opening hours including later opening on

- Sundays and to better serve shift workers and the nighttime economy
- MISSION 1: Work with partners in the Bus Partnership to ensure buses meet more people's needs
- MISSION 1: Work with partners at national and regional level to support reform of regional transport governance, advocating for a properly resourced and empowered regional transport governance framework at the city region level
- MISSION 1: Work with transport operators, SPT and other partners to promote safety and personal security, improve reporting of harassment and tackle crime and anti-social behaviour across the city transport network
- **GRAND CHALLENGE FOUR – Create safe, clean and thriving neighbourhoods**
 - MISSION 1: Work in partnership with grassroots cultural venues to ensure planning proposals do not pose a risk to their operation
 - MISSION 2: Review the Violence Against Women's Partnership, including sector funding and communications strategy, and support actions to effectively prevent and respond to violence
 - MISSION 2: Support the LGBTI+ community and organisations in establishing a safe community social space in Glasgow
 - MISSION 2: 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

Equality and Socio-Economic Impacts:

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

The recommendations contained within the Vision document (i.e. to be implemented via the associated Action Plan) highlight and target aspects related to wellbeing and safety, and inclusivity. These would therefore help support:

- Outcome 4 – Glasgow's work to end 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

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

Positive impacts are anticipated given the thematic workstreams i.e. as per the Purple Flag accreditation scheme methodology. EqIA screening and regular monitoring against agreed KPIs are also proposed as part of the developing Action Plan. As noted above, key aspects highlighted are wellbeing and safety, and inclusivity.

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

Other recommendations contained within the Vision document are intended to support ongoing efforts to help address socio-economic disadvantage, either directly or indirectly. These include:

- Support workforce training
- Support outreach services for homeless and vulnerable
- Support enhanced public transport links and active travel routes
- Support grassroots music venues and independent businesses

Climate Impacts:

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

Enhanced public transport links and active travel routes encourage the positive use of public space, thereby promoting:

Climate Plan Theme 1: Communication and Community Empowerment

- Aim: To foster participation and collaboration.

Climate Plan Theme 2: Just and Inclusive Place

- Aim: Ensure that the transition to a net-zero society is a catalyst for building a fairer, healthier, prosperous, resilient, and greener city for all.

Climate Plan Theme 3: Well Connected and Thriving City

- Aim: Support decarbonisation of transport systems by helping to improve infrastructure for walking, cycling, wheeling, and reducing the need to travel.

Climate Plan Theme 4: Health and Wellbeing

- Aim: To support equitable access to good quality open space and green infrastructure in the city.

Climate Plan Theme 5: Green recovery

- Aim: Supporting improved infrastructure for walking, cycling and remote working.

What are the potential climate impacts as a result of this proposal? The measures outlined in this report are not expected to have any direct climate impacts.

Will the proposal contribute to Glasgow's net zero carbon target? This is not anticipated in any significant way.

Privacy and Data Protection Impacts: The recommendations contained within the Vision document do not infer the collection of personal data. However, DPIA screening and regular monitoring would be undertaken as part of the developing Action Plan.

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

7. RECOMMENDATIONS

It is recommended that Committee:

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APPENDICES

Appendix 1 – Attached
Appendix 2 - Attached