

**Glasgow City Council****Operational Performance and Delivery Scrutiny Committee****Report by Chief Executive****Contact: Cormac Quinn Ext: 76726****UPDATE ON STRATEGIC PLAN PERFORMANCE****GRAND CHALLENGE 4:**

Deliver Essential Services in a Sustainable, Innovative and efficient way for our communities

**MISSION 1:**

Create safe, clean and thriving neighbourhoods

**MISSION 2:**

Run an open, well governed council in partnership with all our communities

**Purpose of Report:**

To report the performance of the Council Strategic Plan 2022-27 and the agreed Mission based approach.

**Recommendations:**

The committee is asked to:

- Consider and note the content of the report; and
- Consider any specific Commitments or actions that require officers to report back on with further detail or progress updates as part of the Committee's future work programme.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐**PLEASE NOTE THE FOLLOWING:**

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## 1. Introduction

- 1.1 The Council Strategic Plan was agreed at [Full Council](#) on 27 October 2022 and the Operational Performance Delivery and Scrutiny Committee is tasked with monitoring the delivery of the Strategic Plan.
- 1.2 Following agreement at the [Operational and Delivery Scrutiny Committee](#) (OPDSC) in November 2022, a template has been issued to all Services. The template structures and supports scrutiny of the Strategic Plan and illustrates the crosscutting nature of the Missions, as Services work together to deliver the Council's priorities. The template is subject to review to ensure Service and Member feedback is incorporated.

## 2. Council Strategic Plan

- 2.1 The Strategic Plan has been structured into 4 Grand Challenges and their supporting missions. The Grand Challenges are:
  1. Reduce poverty and inequality in our communities
  2. Increase opportunity and prosperity for all our citizens
  3. Fight the climate emergency in a just transition to a net zero Glasgow
  4. Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities
- 2.2 Each Grand Challenge is underpinned by Missions and Commitments. Services undertake the work to achieve the Commitments which in turn contributes to the goal of each Mission.
- 2.3 It should be noted that council agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressure and budget constraints. There is an agreed change control process in place to assist this.
- 2.4 This report focuses on: GRAND CHALLENGE 4: Deliver Essential Services in a Sustainable, Innovative and efficient way for our communities

**MISSION 1:** Create safe, clean and thriving neighborhoods

**MISSION 2:** Run an open, well governed council in partnership with all our communities

- 2.5 This committee previously received updates on Grand Challenge 4, Mission 1 and 2 at the following meetings

[5 April 2023](#)

[10 January 2024](#)

[8 May 2024](#)

[4 December 2024](#)

[7 May 2025](#)  
[1 October 2025](#)

### **3. Commitments, Emerging Commitments and Case Studies**

- 3.1 The Strategic Plan Missions outline a number of Commitments to deliver the Mission goal.
- 3.2 Services have started work to support the Commitments across a number of key areas. As already noted this report outlines progress made with respect to Grand Challenge 4, Missions 1 and 2.
- 3.3 It is worth noting that the majority of commitments reported here are RAG rated as green. However, the following currently has an amber rating:

#### **Grand Challenge 4: Mission 2**

- Delivery of Multi Agency Risk Assessment Conference (MARAC) service in Glasgow.
- 3.4 A case study is provided at Appendix 1 on the Expansion of the Empty Homes work by the Empty Homes Team.
- 3.5 Updates on the progress of all commitments, including those noted in the above point, are contained within the report.


### **4. Next Steps**

- 4.1 The Strategic Plan remains under review so as to allow for the consideration of emerging commitments. Where appropriate these commitments will be considered through the approval process for future inclusion in the Strategic Plan.


### **5. Recommendations**



- 5.1 The Committee is asked to:
  - Consider and note the content of the report;
  - Consider the updates provided on the highlighted Grand Challenges, Missions and Commitments.

**GRAND CHALLENGE 4: ENABLE STAFF TO DELIVER ESSENTIAL SERVICES IN A SUSTAINABLE, INNOVATIVE, EFFICIENT WAY FOR OUR COMMUNITIES****MISSION 1: CREATE SAFE, CLEAN, AND THRIVING NEIGHBOURHOODS****Commitment:** Deliver a new City Development Plan with attention to sustainability, inclusivity, accessibility, biodiversity, and climate resilience.



Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
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.	Site assessment is underway.  Topic based policies and spatial policy drafting is underway.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - <a href="#">City Development Plan Scheme 2024</a> .	NRS	
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.	Complete.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - <a href="#">City Development Plan Scheme 2024</a> .	NRS	Complete




**Commitment:** 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.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Consolidate existing City Network, Liveable Neighbourhood and People First Zone plans to create a consistent and overarching strategy which maximises the Council's strategic commitments.	Present updated plan to Committee by March 2026.	Officers proactively consolidated all Liveable Neighbourhoods and City Network proposals into one overarching delivery plan.  A full update was provided to <a href="#">Environment and Liveable Neighbourhoods</a> committee on the 25 <sup>th</sup> of November 2025. This included updates on the strategic review work undertaken in response to changes in funding structures impacting City Network and Liveable Neighbourhoods programmes. It also included the rationale for a revised delivery framework and the next steps for programme integration.	Officer Working group convened.  Liaise with colleagues, undertake external engagement, create an update programme for delivery and present to appropriate Committee.	NRS	




		Officers are currently developing a delivery plan to present to Environment and Liveable Neighbourhoods Committee in March 2026.			
<b>Commitment:</b> Deliver the Resource and Recycling Strategy to support Glasgow's waste management and efforts to become a zero-waste city.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Implementation of twin stream recycling for flatted properties (South West of city) - bin hubs and communal bins.	March 2026.	<p>The first bin hubs were installed in August 2025, with first collections from early September 2025.</p> <p>There has been a rolling communication campaign as the service expands into new areas in the south west of the city.</p> <p>Installs have been going well and as of 9th December 2025, approximately 270 hubs have been installed since the end of August 2025.</p> <p>In addition, flatted properties, not identified to get a bin hub, have received the twin stream recycling service via the provision of new recycling bins.</p> <p>Approximately 11,000 properties (not including flats in the pilot) now have a twin stream recycling service in the south west of the city.</p>	Provision of new bins, bin hub infrastructure, communication campaign and collection service to flats in the south west of the city.	NRS	
Develop a cooperation agreement with West Dumbartonshire Council (WDC) to further collective efforts to achieve net zero	Series of Board meetings to run through the year with report on progress produced annually.	A meeting of the officers group was held on the 23 <sup>rd</sup> of October 2025. A Board meeting of the collaborative agreement was also held with Leadership officers from both	Identify series of opportunities to collaborate through sharing of best practice and through identification of further areas for collaboration.	NRS	

targets by developing and implementing initiatives in support of GCC's Climate Plan and WDC's Climate Change Strategy.	Series of topic specific meetings to run through the year and feed progress into annual report.	<p>authorities at the start of November 2025.</p> <p>The collaborative agreement is working well in terms of the management of WDC's residual waste. Other topics discussed included Extended Producer Responsibility payments and a battery recycling campaign. Opportunities were also explored to undertake a joint deep street clean exercise on the border between GCC and WDC.</p>			
<b>Commitment:</b> Deliver the Food Growing Strategy and increase the number of allotments and community growing spaces across the city.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
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.	Infrastructure was tendered.	Site leased.	NRS	<div>G</div>
Create additional 20 plots at Hamiltonhill, Westthorn allotments.	Additional 20 plots at Hamiltonhill, Westthorn allotments developed and operational by March 2026.	Infrastructure was tendered and works is on site at Westthorn.	<p>Prepare tender documents for Hamiltonhill and Westthorn allotments.</p> <p>Contractor works to create 20 additional plots at Hamiltonhill and Westthorn allotments.</p>	NRS	<div>G</div>
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.	<p>A paper was shared with and reviewed by Glasgow Life colleagues. This was also shared with Planning and Sportscotland colleagues for initial comment by the end of September 2025.</p> <p>The potential to reuse surplus Bowling Greens for other Open Space Strategy</p>	Make sites available and establish growing groups.	NRS	<div>G</div>

		<p>uses was included in the Pitch Strategy report to <a href="#">Wellbeing, Equalities, Communities, Culture and Engagement</a> Committee in November 2025, with a commitment to agree this via a Sub-Group.</p> <p>A Sub-Group meeting is scheduled for February 2026 and a written submission to be provided to Sport Scotland thereafter.</p>			
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.	<p>Site topography assessment complete and tender documents prepared by July 2025.</p> <p>Steering groups developed and constituted by July 2025.</p>	4 new sites were identified following unfavorable feasibility reporting for the original 4 sites. Feasibility reporting is underway for these 4 new sites.	Develop steering groups for each site to take on devolved management functions.	NRS	
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.	<p>Following submission of applications and assessment by Officers, funds were granted.</p> <p>The fund for 2026/27 was scheduled for launched in January 2026.</p>	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.	NRS	
Continue to improve infrastructure across our allotment estate.	Site assessed for possible investment within 2025/26.	Complete	Develop rainwater harvesting systems at Sighthill and Growchapel allotments.	NRS	Complete
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	Complete necessary works.	NRS	Complete


Engage with key stakeholders and Allotment Associations regarding the Schedule of Delegation specific for each individual location.	Schedule of Delegations for first 'pilot' Association available by December 2026.	Ongoing.	Develop Schedule of Delegations for first 'pilot' Association.	NRS	
<b>Commitment:</b> Roll out infrastructure management systems in neighbourhood services to better manage tasks and integrate back-office systems with public customer reporting of service requests.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue implementing Alloy across all Streetscene services.	Implement Alloy across all remaining Streetscene. work activities by April 2026.	<p>Street Litter bin emptying is live.</p> <p>Roll out to Deep Clean teams to commence in Q4 2025/6.</p> <p>A road map for the remaining areas of street cleansing service is in progress.</p>	Fully implement Alloy for scheduled and reactive work activities across Streetscene operational areas.	NRS	
<b>Commitment:</b> 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.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
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.	<p>The first bin hubs were installed in August 2025, with first collections from early September 2025.</p> <p>Installs have been going well and as of 9<sup>th</sup> December 2025, approximately 270 hubs have been installed since the end of August 2025.</p> <p>A two week break in installation was taken in October 2025 to review the project to date.</p>	Introduce twin stream recycling for flats in the South West of the city.	NRS	
<b>Commitment:</b> 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.					




Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
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.	Over 3,400 applications were received following 3 job fairs held in April 2025. Interviews were finalised and due diligence (e.g. driver checks) was undertaken by the end of June 2025.  Staff have been allocated to Parks, Street Cleansing, Deep Clean, and Neighbourhood Clean Teams. Induction and operational training has been developed and delivered.  Digital tools have been implemented for logging, tracking, and responding to service requests. Ward-based sessions were arranged with Councillors and Community Councils.  Priority areas have been targeted for weed removal, litter clearance, and street maintenance.	Implementation of the workplan and schedule.	NRS	
Introduce a local neighbourhood clean team per ward supported by budget investment directed by the neighbourhood liaison team.	Recruitment complete by August 2025.  Develop and introduce a new process to dynamically respond to requests – September 2025.	As above.	Test the new process.  Elected Member Brief to be prepared.  Session with Members and workforce to introduce the new teams.	NRS	
<b>Commitment:</b> Invest in frontline waste and recycling workers and in training for our cleansing workforce.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Provision of formal training for front line staff, including	March 2026.	Tender submissions have been evaluated for the Scottish Vocational Qualification - Certificate in Sustainable	Second tranche of front line staff provided with the opportunity to participate in a Scottish Vocational Qualification -	NRS	



collection crews, supervisors and assistants.  Enhance the nightshift clean teams to accommodate additional budget investment.	Recruitment to be completed by August 2025	Resource Management training. An award of a new contract to deliver training is expected to be made in January 2026.  A Management briefing has been prepared, to deliver to collection crews, highlighting the issue with contamination in recycling bins. In addition, a presentation is being developed for TV screens in the depots.	Certificate in Sustainable Resource Management.  Develop WAMITAB training for operational staff working in transfer stations/recycling centres/Material Recovery Facility.  Engage with crews on the provision of the twin stream recycling service for flats.  Workplan to be developed and introduced.		
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**Commitment:** Work with communities and frontline workers to design improvements to services via the delivery of Waste Summits.


Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
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.	A community information event was held in Elder Park on the 11th of August 2025 and Ibrox library on the 2 <sup>nd</sup> October 2025. The events were very well attended and project team officers fielded and assisted with many enquiries from residents.  The next community information events are scheduled for the 13 <sup>th</sup> of January 2026 in Pollok and the 12 <sup>th</sup> of February 2026 in Carnwadric.	Engage with housing associations/registered social landlords on changes to and promotion of recycling services.  Engage with local stakeholders on the changes to collection services to flatted properties.  Host Elected Member sessions to support the changes to the neighbourhood waste service.	NRS	

**Commitment:** Invest in waste processing facilities to support the uplift and recycling of a wider range of plastics.



Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Development of Queenslie Material Recovery Facility (MRF).	March 2026.	The contract was awarded to City Building to construct the wider infrastructure on site – amenity, transfer station and MRF buildings, in addition to the household waste recycling centre. A pre-start meeting was held	Complete signing of MRF equipment contract.  Engage with the contracted MRF equipment supplier on manufacture of plant and planning for construction.	NRS	

		<p>with City Building and various NRS staff on the 17th of September 2025.</p> <p>Fortnightly meetings have been held between key stakeholders - Turmec (MRF equipment supplier), SLR (technical consultants) and GCC staff.</p> <p>A meeting was also held with Zero Waste Scotland (ZWS) to discuss communication opportunities to promote the redevelopment of the wider Queenslie site, including the MRF and household waste recycling centre. A further meeting with ZWS was scheduled for the week beginning the 5<sup>th</sup> of January 2026.</p> <p>The procurement process to recruit a project manager is underway.</p>	Appoint Project Manager for the site.		
Engagement with SEPA to prepare and plan application for new environmental authorisation for the site	March 2026.	Engagement has been undertaken with SEPA to update on the changes to the household waste recycling centre and its temporary closure and to request to start discussions on the requirements for a new environmental authorisation for the site.	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).	NRS	
<b>Commitment:</b> 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).					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Recycling communications to support waste & recycling projects.	March 2026.	Engagement was undertaken with residents in the flats in the south west (Govan, Elderspark and Linthouse) of the city.	Complete communication strategy for twin stream recycling for flats.	NRS	

		Engagement with householders is on-going with the provision of a teaser letter and instructional leaflet prior to the introduction of a twin stream recycling service to their property.	Develop and deliver communication collateral to residents in flats provided with 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.	<p>There has been on-going engagement with housing associations in the south west of the city and those seeking to purchase bin hubs. This has included the Wheatley Group and Provanhall Housing Association.</p> <p>Eight bin hubs were purchased by the Wheatley Group for installation at eight of their mid-rise blocks of flats, which were out with the wider scheduled installation programme. These were fitted at the start of December 2025.</p> <p>Provanhall Housing Association also bought 19 bin hubs which were scheduled for installation in mid-December 2025.</p>	Liaise with housing officers and managers at housing associations to support the introduction of twin stream recycling for flats.	NRS	
Introduction of twin stream recycling for flats within the south west of the city.	March 2026.	<p>The Programme is on-going.</p> <p>At the time of preparing this update (9<sup>th</sup> of December 2025) approximately 270 hubs had been installed. In addition, a twin stream recycling service has been provided to other flats that do not meet the requirements for getting a bin hub. New recycling bins have been provided to these properties.</p>	Provide new bin infrastructure and where applicable, bin hubs, to introduce twin stream recycling.	NRS	



		The installation programme will take a break for approximately 4 weeks from pre-Christmas to the end of January 2026.			
Review the provision of glass collection points across the city - predominantly located in areas of high density housing.	March 2026.	<p>Inspections of glass public collection points was undertaken in September 2025 within areas of the south west where bin hubs are being installed. New livery has been ordered for bins.</p> <p>Additional glass collection points are still being considered.</p>	Assess expansion of capacity for glass public collection points, renew livery on bins, cleaning regime, and trial glass collection point within a bin hub.	NRS	

**Commitment:** Deliver household communications and information on waste and recycling, and explore how to provide information in community languages.




Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Delivery of communication to residents in flatted properties in the south west provided with the new twin stream service.	March 2026.	<p>This process started in July 2025 and is ongoing, there is a rolling programme on the delivery of teaser letters and instructional leaflets.</p> <p>Residents impacted by service changes continue to receive a teaser letter and instructional leaflet prior to commencement of a twin stream recycling service at their property.</p>	<p>Provide teaser letter, instructional guide and re-usable bag to assist moving recyclable material from flats to recycling bins on street or bin stores for new service.</p> <p>Hold community events prior to twin stream service introduction.</p>	NRS	
Follow-up engagement with residents in kerbside properties reminding on the materials targeted for collection within each recycling bin.	March 2026.	High level discussions have been held amongst GCC staff on the requirement to plan and schedule follow-up engagement with kerbside properties early in 2026.	Engage with social media to improve and maintain quality of materials captured within the recycling bins.	NRS	

**Commitment:** Deliver the Clean Glasgow programme, aligning services to local need while supporting communities to take action locally and promote behaviour change.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
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Review ETAC model to incorporate Neighbourhood and Deep Clean model.	August 2025	<p>Neighbourhood clean teams (NCT) and deep cleans have commenced throughout the city.</p> <p>23 NCT started on the 15th of September 2025 in their wards, receiving requests via elected members. There is a rolling programme of deep clean operatives targeting overgrown vegetation and hard to reach litter.</p> <p>From September - December 2025 - 1792 activities have been completed in the 23 Electoral Wards.</p>	<p>Neighbourhood Coordinators to direct service to the need within communities.</p> <p>A new process incorporating deep cleans and Neighbourhood teams will be incorporated into ETAC actions.</p>	NRS	
Roll out litter lotto to schools across the city.	May 2025	<p>Litter lotto has ceased trading. The Neighbourhood improvement and enforcement service (NIES) continues to support secondary schools across the city.</p> <p>This action has been noted as complete as Litter Lotto has ceased trading and the action is no longer achievable.</p>	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.	NRS	Complete
Continue to work with partners to develop innovation and interventions around behaviour change	July 2025	<p>Twenty-two colourful bins, featuring playful slogans like 'Pack It Up, Pack It In, Straight In the Bin', are now in place across five neighbourhoods as part of the #GlasgowsBinning campaign.</p> <p>The bins, funded through McDonald's Neat Streets grant and supported by environmental charity Hubbub, are</p>	Work with HUBBUB to roll out bin wraps in key secondary school locations.	NRS	


		<p>located around Castlemilk High School, King's Park Secondary, Rosshall Academy, Knightswood Secondary and St Thomas Aquinas Secondary.</p> <p>Work and monitoring has now finished and the team are sending Hubbub their findings on the project.</p> <ul style="list-style-type: none"> <li>➤ Positive testimonials from all 5 schools involved and some local community councils about the positive impact of the Neat Streets work, with a huge push on behaviour change amongst pupils.</li> <li>➤ 100 pupils were surveyed as part of a project to get their thoughts and solutions on litter; team are dissecting this moving forward.</li> <li>➤ EVAs all completed and litter graphs from PIMU to Hubbub to close the project off.</li> </ul>			
<b>Commitment:</b> Renew and upgrade street lighting across Glasgow including greater use of LED lighting and strive for faster repair of faults.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue LED Replacement and column renewal programme.	1. Complete Designs 2. Statutory Noticing 3. Contract procurement 4. Finalise programme 5. Programme delivery 6. Financial monitoring	Milestone 3 (contract procurement) is ongoing, the contract will be tendered by the end of December 2025.	<p>Complete milestones 1, 2, 3, 4, 5 &amp; 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>	NRS	<div style="background-color: green; color: white; text-align: center; width: 20px; height: 20px; line-height: 20px;">G</div>

			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.		
<b>Commitment:</b> Work to deliver our commitment to sensitive lighting solutions in parks and open spaces, to ensure they are safe and accessible all-year round.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to deliver lighting solutions in Parks, where funding is approved.	Update to Environment and Liveable Neighbourhoods Committee as required.	Ongoing.  Funded works are complete at 4 Parks and tender documents prepared for 1 Park.	Manage requests as submitted, incorporate and link directly to Play Area Renewal programme where applicable.  Implement approved solutions.	NRS	
<b>Commitment:</b> 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.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Achieve site start by June 2025.	Contract award (main contract) by May 2025.  Milestone completed.	Complete.	Preparation required in order to complete the refurbishment of the Square (phase 1) by August 2026 including the restoration of all statues and monuments.	NRS	Complete
Statue conservation contract.	Removal of statues from the Square by May 2025.  Milestone Completed.	The main contract is well underway with good progress within the Square and across the surrounding streets.  All statues are going through the restoration process and will be returned to the Square prior to its reopening in August 2026.	Preparation required in order to complete the public realm works on surrounding streets (phase 2) by April 2027.	NRS	
<b>Commitment:</b> 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.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue the <u>People Make Glasgow Communities</u> (PMGC) process supporting	Conclude tenure agreements with applicants as they complete the process – this	PMGC remains in high demand with over 120 live applications for property and land.	Continue to refine the PMGC process to improve the customer journey.	NRS	




applicants to take on the active management of Council owned assets.	activity is ongoing and no detailed milestones can be set.	<p>The following properties are in the final stages of negotiating a lease or licence:</p> <ul style="list-style-type: none"> <li>-</li> <li>➤ Molendinar Community Centre to St Pauls Youth Forum: 25 year lease</li> <li>➤ Woodside Public Halls to Community Central Halls: 25 year lease</li> <li>➤ Bellcraig Community Centre to Summerston Childcare Ltd: 25 year lease</li> <li>➤ Peterson Park Playing Fields to Peterson Park Playing Fields Trust: 25 year lease</li> <li>➤ Easterhouse Sports Centre to Easterhouse Henosis: 25 year lease</li> <li>➤ Land adjacent to Castletoun Primary School to Indigo Childcare – Subject to approval at Contracts and Property Committee</li> <li>➤ Former Yoker Sports Centre to DRC Youth Project: Short term licence to occupy</li> <li>➤ Pitch at Yoker mains (adjacent to Former Yoker Sports Centre) to Knightswood Football Club – Subject to approval at Contracts and Property Committee</li> </ul> <p>Colleagues were also supported in NRS Sustainability to launch the Community Renewal Energy</p>	Support the implementation and management of PMGC as part of the Community Renewable Energy Framework (CREF).		
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		Framework and support was given to the organisation through the process which is modelled on the PMGC process.			
<b>Commitment:</b> 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.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Development of planning application guidance for developers for complex repurposing projects.	Development of guidance for City Centre conversions for developers by March 2026.	<p>Work continued with other NRS service areas, including City Centre Development Team, Building Standards and City Design.</p> <p>The Hearings protocol has been amended with the Convenor of the Planning Applications Committee.</p> <p>Work on repurposing continues, reporting to City Centre Task Force.</p>	Work with Building Standards and City Centre Development team to understand barriers to development and develop guidance to overcome these.	NRS	
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.	<p>The new process was rolled out more widely and the process tested with housebuilders at the Housebuilders Forum in September 2025.</p> <p>The Housebuilder Forum is complete and the new process is in operation.</p>	Work with Planning Consultants to review pre-application process and develop guidance for developers.	NRS	Complete
<b>Commitment:</b> Work in partnership with grassroots cultural venues to ensure planning proposals do not pose a risk to their operation.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Mapping of cultural venues to understand scale and coverage of facilities. Use evidence to establish criteria for defining	Publish updated map of cultural venues which captures definitions to enable updating over time by Q3 2025/26.	Survey data was compiled identifying candidate venues.	Gather baseline evidence, publish map and implement monitoring arrangements.	NRS	

grassroots/protected cultural venues.					
Work with Environmental Health to ensure assessment methodologies are responsive to Agent of Change Principle	Consultation as required on cases highlighted in mapping.	<p>National case law was reviewed to identify factors to be taken into account.</p> <p>Engagement was carried out with Environmental Health (EH) to set out findings or research and establish a protocol for identifying cases and common themes between Development Management and EH.</p>	Review consultation responses to date relating to Agent of Change.	NRS	



**Commitment:** Increase our focus on digital masterplanning, to ensure that access to digital connectivity is considered and advanced throughout the planning process.



Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
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.	<p>Site assessment is underway.</p> <p>Topic based policies and spatial policy drafting is underway.</p>	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - <a href="#">City Development Plan Scheme 2024</a> .	NRS	
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.	Complete.	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - <a href="#">City Development Plan Scheme 2024</a> .	NRS	Complete



**Commitment:** 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.


Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
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	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.	<p>Additional grant for targeted acquisitions was confirmed by the Scottish Government on 10<sup>th</sup> of October 2025 which resulted in reprofiling of the original targets.</p> <p>Reprofiled targets are as follows;</p> <p>Approvals 921</p>	<p>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.</p> <p>Programme targets will be set out in the City Administration Committee report</p>	NRS	

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 2025, after consultation with the Scottish Government.	<p>Performance milestones are monitored on a monthly / quarterly basis to ensure that key performance indicators are met.</p> <p>Report programme out-turn at the end of March 2026.</p>	<p>Site Starts 1271 Completions 633 Larger Family Homes Approvals 33 Larger Homes Approvals 81</p> <p>Total Grant Allocation £127.767m Actual figures to 01/1/26; Approvals 341 Starts 470 Completions 255 Wheelchair Adaptable Approvals 10 Larger Family Homes Approvals 20 Larger Homes Approvals 74 Spend £73.01m</p>	requesting acceptance of the Scottish Government offer of grant once received.		
<b>Commitment:</b> 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.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
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>The empty homes grant scheme has now brought back over 3000 empty homes into use.</p> <p>Progressing an alternative use of Compulsory Purchase Order powers continued, with a report to committee planned on this in the new year.</p> <p>The City Centre repurposing pilot is progressing and new opportunities (on Sauchiehall St) are being investigated; including The Lion Chambers for residential repurposing.</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>	NRS	<div>G</div>
Agree 2025/26 Strategic Acquisitions (SA) programme.	Target for the number of acquisitions and larger family homes to be delivered over the course of the financial year set.	An initial grant allocation of £11.927m was confirmed via the formal Offer of Grant from the Scottish Government. In Q3, a further £12.192m was received	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.	NRS	<div>G</div>

	Monitor delivery and spend - to March 2026.	from the Scottish Government (tranche 2) to be spent on acquisitions/voids by the year end.  Significant staff resource has been aligned to maximise delivery of funding.			
<b>Commitment:</b> 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.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Undertake detailed analysis of localised housing markets, affordability and mechanisms for implementing an affordable housing developer contributions policy aligned to NPF4.	Data analysis complete by Q2 2025/26.  Fieldwork research and engagement undertaken by Q2 2025/26.  Full findings presented to elected members in August 2025.  Final Report due by October 2025.	Findings were presented to Economy Housing Transport and Regeneration Committee elected members on 25 <sup>th</sup> August 2025 and feedback was shared with the consultants.  The full report was received in November 2025. Feedback has been shared, with final edits to be undertaken. The final report is expected in Q4 2025/26 and will be integrated into City Development Plan 2.	Fieldwork research and engagement, including workshops across five case study locations.  Interim findings and feedback.  Present Full Findings to Members.  Prepare Final Report.	NRS	
Reference progress on investigating affordable housing policy within Strategic Housing Investment Plan (SHIP) 2026-31.	SHIP prepared and submitted to City Administration Committee in November 2025.	A full draft of the SHIP 2026-31, committee report and delivery programme was prepared. This was presented to the <a href="#">City Administration Committee</a> in November 2025 and approved for submission to the Scottish Government.	Prepare and submit Strategic Housing Investment Plan (SHIP) 2026-31 to the Scottish Government.  Present SHIP and associated paper to City Administration Committee for approval.	NRS	Complete
Identify opportunities to prioritise public land for affordable housing.	By March 2026.	Assessment of scaling-up development opportunities were undertaken and findings reflected in the full SHIP 26-31, which was presented to the <a href="#">City</a>	Internal review of sites to identify opportunities for inclusion within SHIP and longer-term planning pipeline.	NRS	

		<a href="#">Administration Committee</a> in November 2025 and approved for submission to the Scottish Government.			
<b>Commitment:</b> Make use of new and existing powers to ensure high quality protections and rights, for tenants in the Private Rented Sector.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Work closely with Environmental Health colleagues re damp and mould enquiries in the Private Rented Sector(PRS).	Level of Inspections carried out monitored via KPIs each month and action taken where appropriate.	<p>An update report was presented to <a href="#">Economy, Housing, Transport and Regeneration</a> Committee on 30th September 2025 reporting progress to date and identifying future actions.</p> <p>The Housing Bill has been passed by the Scottish Parliament. Implications for social and private tenures regarding dampness and mould interventions are being assessed as more information is available on the detail of the new Act. A key aspect is likely to be additional training/support for landlords for any legislative transitions in 2026.</p> <p>Joint inspections continue to be carried out where required. Officers continue to meet with Environmental Health colleagues to ensure staff refer enquires appropriately and guidelines/protocols are followed.</p>	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.	NRS	
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.	The PRS Hub continue to deliver support to tenants facing eviction. All housing options are being explored including securing more mid-market properties.	Maintain support and advice for PRS tenants and undertake interventions where notice to quit has been served.	NRS	

		<p>There have been excellent financial outcomes for tenants and support with internal repair issues is still being delivered.</p> <p>Delivery of an 81% successful intervention rate at preventing homelessness has continued.</p>			
<b>Commitment:</b> 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.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to engage positively with private landlords and regularly update through issue of newsletters.	<a href="#">Newsletters</a> are issued on a quarterly basis.	<p>Webinar and in person training for dampness mould and Energy Performance Certificates was held on the 3rd and 4<sup>th</sup> of November 2025.</p> <p>A further webinar was planned for the 7<sup>th</sup> of January 2026.</p>	<p>Make even more use of Prescribed Information powers.</p> <p>Raise awareness of damp/mould issues and impact on tenants.</p> <p>Arrange for training sessions through Under One Roof.</p>	NRS	
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.	<p>The October Licensing and Regulatory Committee heard 7 cases for refusal and 3 cases for revocation.</p> <p>No cases were refused with all 7 being continued. 1 case was revoked, 1 has to remain on register and 1 was continued.</p> <p>41 Rent Penalty Notices and 1 Suspension of Rent Order were served between the 1<sup>st</sup> of October 2025 and the 30<sup>th</sup> of November 2025.</p>	<p>Continue to make full use of powers where properties fail to meet the tolerable standard.</p> <p>Take enforcement action when needed.</p>	NRS	
<b>Commitment:</b> 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.					

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to work closely with the Scottish Government in the design and implementation of rent controls.	<p>Housing (Scotland) Bill Stage 2 completion on 29th May 2025 and dates awaited for Stage 3.</p> <p>Consultation on exemptions to the Housing (Scotland) Bill closes on 18th July 2025.</p>	<p>NRS officers continued to engage with the Scottish Government working group.</p> <p>The Housing (Scotland) Bill was passed by the Scottish Parliament on the 30<sup>th</sup> of September 2025 and received Royal Assent on the 6<sup>th</sup> of November 2025.</p> <p>The Scottish Government officer working group on rent control met in October and December 2025. The focus was on data gathering.</p>	<p>Ongoing engagement in Scottish Government/Local Authority Working Group on Rent Controls.</p> <p>Review Bill on publication of Stage 2 amendments and as Bill progresses.</p> <p>Engage in consultation(s).</p> <p>Present a paper that summarises details of the Housing Bill to the Council's Economy, Housing, Transport and Regeneration City Policy Committee on the 27<sup>th</sup> of January 2026.</p>	NRS	



**GRAND CHALLENGE 4:**  
**Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities**



**MISSION 2: Run an open, well governed council in partnership with all our communities**

**Commitment 1** Roll-out a new model of Area Partnerships, our ward-based community planning structures and expand their membership to encompass a wider range of organisations to ensure they are more representative of local communities

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
<b>Develop arrangements for Area Partnerships reflecting stakeholder input and Council strategic commitments</b>	<p>Area Partnerships Chairs Forum created January 2023.</p> <p>Governance paper agreed by CPP Strategic Partnership November 2024.</p>	<p>There is ongoing engagement with each Area Partnership and quarterly meetings with AP Chairs to progress local plans and development.</p> <p>New Governance arrangements have been agreed by the Community Planning Strategic Partnership, widening the opportunities for local community engagement and individual APs are updating their membership.</p> <p>Funding criteria have been updated and approved by the GCPP Strategic Board.</p>	<p>Further sessions for AP Chairs are planned for 2026.</p> <p>Discussions are ongoing regarding AP meeting arrangements and the alignment of strategic and local priorities and timeframes through AP plans.</p> <p>Induction/training materials for members in development for roll out in 2026.</p> <p>Staff training continues with a focus on community engagement.</p> <p>Funding processes are being updated and streamlined to release staff capacity.</p> <p>Membership to be reviewed to reflect AP Plans and local circumstances</p> <p>A revised Performance Framework, for the Community Plan, currently in testing phase, will provide the foundation for planning at Area Partnerships.</p>	<b>Chief Executive's Department</b>	<b>G</b>

**Commitment 2** Establish local community panels to support local funding decisions and the development of Local Place Plans

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
<b>Develop local Ward Plans</b>	<p>Ward Plans established and agreed across all Area Partnerships.</p>	<p>Approach presented and agreed with Area Partnership Chairs in January 2025. Data Dashboards introduced to Area Partnerships, providing baseline data for Ward Plans.</p>	<p>Aligning Ward Level focus for performance with the evolving Performance Framework for the LOIP.</p> <p>The range of data available at ward level to inform AP Plans continues to be expanded. The next phase of work will focus on engagement and priority setting including alignment with</p>	<b>Chief Executive's Department</b>	<b>G</b>

		Engagement Process reflecting Citizen Voice being tested and planned into approach.	citywide developments. The first iterations of Plans are expected to be drafted by mid 2026.		
<b>Commitment 4</b> Overhaul community planning structures and involve equalities groups in them to promote civic participation and engagement					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
<b>Review and refresh Community Planning Structures</b>	<p>Governance paper outlining refreshed approach agreed by the Glasgow Community Planning Partnership (GCPP) Strategic Partnership in November 2024.</p> <p>GCPP Strategic Partnership agreed to socialise and test performance framework in March 2025.</p>	<p>Glasgow Community Planning Partnership agreed 10 year Glasgow Community Plan / Local Outcome Improvement Plan (LOIP) with focus on Family Poverty and delivery of commitments through Community Empowerment legislation.</p> <p>Performance framework continues to evolve to focus on ensuring the achievement of outcomes.</p> <p>GCPP Executive Board embarked on a series of development sessions over the autumn of 2025 to ensure focus on identifying systemic improvements and collaborative opportunities to enhance outcomes for families across Glasgow.</p>	<p>Development of clear communications to ensure buy in from partners and commitment to adopt the Performance Framework.</p> <p>Engage Equalities Forums in the functioning of GCPP.</p> <p>Complete first phase testing of the Performance Framework as a working tool and use learning to further refine the approach.</p> <p>The Executive Board will initiate focused practical collaborative opportunities. This will commence with action to operationalise the use of a landmark DWP data sharing agreement.</p>	<b>Chief Executive's Department</b>	
<b>Commitment 6</b> Explore options to improve citizen engagement, involving citizens, especially those who are currently under-represented, in council decision making, and enable them to directly create city policy including by hosting more Citizen's Assemblies					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
<b>Develop local Ward Plans</b>	Ward Plans established and agreed across all Area Partnerships.	Approach presented and agreed with Area Partnership Chairs in January 2025. Data Dashboards introduced to Area Partnerships, providing baseline data for Ward Plans.	<p>Aligning Ward Level focus for performance with the evolving Performance Framework for the LOIP.</p> <p>The range of data available at ward level to inform AP Plans continues to be expanded. The next phase of work will include engagement and priority setting including alignment with</p>	<b>Chief Executive's Department</b>	

		Engagement Process reflecting Citizen Voice being tested and planned into approach.	citywide developments. The first iterations of Plans are expected to be drafted by mid-2026.		
<b>Commitment 20</b> Work to ensure Community Councils are more representative of the ethnic, gender and age balance of their community and invest in intersectional equalities training for community councillors					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
<b>Develop arrangements reflecting input of current Community Councils, wider community stakeholders and Council strategic commitments</b>	Establish revised Community Council support arrangements reflecting needs and priorities of Community Councils, service needs and capacity and Council strategic commitments.	<p>Each Community Council has a named Communities Support Officer who has local community knowledge and insight. Working relationships between Communities Support Officers and Community Councils are continually strengthening.</p> <p>Community Councils have directly informed the development opportunities offered by Glasgow City Council resulting in varied topics and delivery methods being identified and prioritised such as participating effectively in Planning and Licensing processes.</p> <p>Specific investment in intersectional equalities training and community engagement has taken place which was offered to all Community Councillors.</p>	<p>A number of development opportunities offers are being progressed, including practical Community Engagement techniques, following on from previous theoretical training.</p> <p>The Communities Team continue to prioritise exploration and support to re-establish inactive Community Councils including a diverse mix of members.</p> <p>Two Community Councils have recently been re-established and are in the final stages of receiving the required intensive support. The Communities Team are working with a further two at risk of becoming inactive.</p>	<b>Chief Executive's Department</b>	<div>G</div>
<b>Commitment 28</b> Work with the Safe Glasgow partners to bring forward new ways of reporting to enable greater public and elected member scrutiny on how protest is handled in the city					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
<b>Ensure Scrutiny Arrangements provide robust framework for</b>	Present report on review of arrangements November 2023.	Scrutiny Arrangements for the Safe Glasgow Partnership were reviewed and a report presented to the Safe Glasgow Partnership on	To be kept under review within the Safe Glasgow Partnership and fed into the Community Planning Strategic Partnership.	<b>Chief Executive's Department</b>	<div>G</div>



ensuring the safety of communities.		<p><a href="#">23 November 2023</a> (in response to a Motion at the Council in May 2023). The report reflected on the Purpose of Safe and its operations within the context of the Community Planning Partnership. The report considered meeting arrangements and Governance and reflected on national reviews of Scrutiny. The report touched on the links with the Scottish Police Authority and the COSLA Local Scrutiny Conveners' Forum.</p> <p>The analysis found no requirements for change recommendations and none were suggested by the Members.</p> <p>Clarification was secured on the approach to community engagement regarding public perception of the policing of protests in Glasgow. This responsibility lies with the Scottish Policy Authority and the required consultation was undertaken following COP26.</p>	Arrangements for a Partnership visit to the Police training centre are being made to facilitate members to fulfil their scrutiny duties.		
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**Commitment:** Review the Violence Against Women's Partnership, including sector funding and communications strategy, and support actions to effectively prevent and respond to violence.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Deliver on NRS Violence Against Women (VAW) commitments contained within the (Glasgow Violence Against Women	Workshops: • Non-Fatal Strangulation -(NFS) April 2025; • Legal landscape on Protection Orders in relation to Violence	Meetings of GVAWP; MARAC Steering Group; WAIR Group convened. GVAWP City Wide Strategy endorsed and supported by GVAWP and presented to Safe Glasgow Partnership and Environment and Liveable	Deliver a series of workshops across all forms of VAW&G.  Build online presence and visibility of GVAWP including city wide priorities to tackle all forms VAW&G.  Convene and support working groups aligned to the delivery of the GVAWP city wide strategic plan.	NRS	<div style="background-color: green; color: white; text-align: center; width: 20px; height: 20px; line-height: 20px;">G</div>

Partnership (GVAWP) city wide Strategic Plan.	<p>against Women and Girls) VAW&amp;G - May 2025;</p> <ul style="list-style-type: none"> <li>• Commercial Sexual Exploitation - June 25;</li> <li>• Child Sexual Abuse Adult Survivors September - 2025;</li> <li>• VAW&amp;G Women Subject to Immigration Barriers - December 2025</li> </ul> <p>Online presence and visibility built by March 2026.</p> <p>Meeting schedule for GVAWP Working Groups WAIR; MARAC Steering Group; CSE; Financial Harm; VAW &amp; Homelessness established Q1 2025. Work collaboratively with national partners in work progressed by Scottish Government and COSLA as co-owners of Equally Safe by March 2026.</p>	<p>Neighbourhoods Committee for noting. Delivery of social media campaign to support 16 Days of Action 2025; Let's Talk Workshops:</p> <ul style="list-style-type: none"> <li>• Child Sexual Abuse delivered 30th October.</li> <li>• Violence Against Women Subject to Immigration Controls 10th December.</li> </ul> <p>Work is underway to plan Violence Against Women and Girls (VAW&amp;G) workshops for 2026.</p> <p>Preparations have commenced to establish a Prevention Working Group, which will lead on key initiatives aimed at challenging societal attitudes, raising awareness, advancing best practice, and strengthening responses to women subjected to abuse on the basis of gender.</p>	Contribute to national VAW&G activity by working in partnership with Scottish Government and COSLA as co-owners of Equally Safe.		
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.	The post was advertised until July 2025, interviews held in September 2025 and VAW Outreach Worker appointed and commenced in post on the 3rd of November 2025.	Advertise, recruit and appoint an additional NRS VAW team member.	NRS	Complete

<p>Continue to work with partners and key stakeholders to consolidate the delivery of Multi Agency Risk Assessment Conference (MARAC) service in Glasgow.</p>	<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 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>A briefing on Glasgow HSCP Audit was convened with the MARAC Steering Group. This meeting explored how MARAC in Glasgow will restructure to manage an increasing volume of referrals.</p> <p>MARAC restructure will be overseen by a time limited multiagency short life working group (SLWG), convening in early 2026.</p> <p>MARAC Representative Training was delivered on the 4th of November 2025.</p> <p>A Steering Group response to HSCP Practice Audit along with planned next steps, based on a joint meeting with Glasgow HSCP Criminal Justice Services and Steering Group, was produced.</p> <p>This action is amber because all funding has not been secured by the milestone date of September 2025.</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. Deliver MARAC Workshops to key stakeholder services, including community groups.</p> <p>Work in partnership with SafeLives and provide data to help inform the national picture on MARAC.</p> <p>Route to Green Funding to continue MARAC is confirmed from GCC NRS; Wheatley Group and in principle from Police Scotland.</p> <p>Negotiations continue with Glasgow HSCP to confirm their financial commitment.</p> <p>The SLWG will make their Final Report Presentation late March 2026, outlining test of change model and steps to implement, when HSCP will finalise their decision.</p>	NRS	A
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Integrate GVAWP city wide multi agency strategy to prevent and eradicate VAW&G within existing and developing key Glasgow city strategies.	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>Alcohol and Drug Partnership (ADP) Women's Subgroup has established a Short Life Working Group (SLWG) to develop a Gendered lens toolkit for Glasgow. The SLWG will review the Dundee resources and consider a Welcoming Women Charter and a Self-Assessment Tool. NRS VAW Services continue to provide leadership and continue to participate in ADP Women's Working Group.</p> <p>VAW Officers continue to participate in Glasgow HSCP Domestic Abuse and Strategic Oversight Group.</p> <p>VAW Officers were significantly involved in providing expert by experience guidance to support the Glasgow Communities Fund final phase of funding assessment for the Challenging VAW&amp;G work stream.</p>	<p>Chair and participate in 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.</p> <p>Seek to align the impact of VAW&amp;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>	NRS	
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.	<p>NRS Routes Out Service continues to work with Police Scotland's 'G Division' on Operation Waterdale, targeting kerb crawling in the East of the city and signposting women to Routes Out services.</p> <p>NRS Routes Out Service has seen a corresponding increase in the number of women engaging with the case management service, with a 26% increase in new cases year to date.</p>	Seek support to review and refresh the current policy position to tackle demand for prostitution.	NRS	

**Commitment:** Work with the Scottish Government to progress updates to the online planning portal to ensure ease of use for everyone engaging with the planning process.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
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.	<p>Input is undertaken as opportunities arise.</p> <p>GCC Planning are involved with the Scottish Government PAY app.</p>	<p>Identify opportunities to engage.</p> <p>Use any feedback from customer engagement to feed into improvements.</p>	NRS	<div>G</div>



<b>Case Study Title: Glasgow City Councils Housing Partnership Initiative with Provanhall Housing Association.</b>	
<b>Commitment</b>	<b>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.</b>
<b>Action</b>	Improving the condition and management of three problematic tenement properties in Balcurvie Road, Easterhouse through a partnership approach with Provanhall Housing Association, private landlords, and owner-occupiers to tackle sub-standard properties and poor management practices to create safer, better-quality homes and foster a stronger, more sustainable community environment.
<b>Milestone</b>	Promoting a Compulsory Order to bring a long-term vacant property back into use in line with our strategic acquisition policy and transferring it to the Registered Social Landlord (RSL). Supporting further property acquisitions by the RSL to increase their ownership presence in buildings causing concern to facilitate essential common repairs, professional factoring services, and improve property condition and the management of private rented properties for the benefit of residents and the wider community.
<b>Case study title</b>	Glasgow City Council's Housing Partnership Initiative with Provanhall Housing Association.
<b>RAG Rating</b>	Green
<b>Synopsis (100 words)</b>	<p>Private Sector Housing Grant (PSHG) funding enables owners to carry out essential fabric repairs voluntarily, prioritising pre-1919 tenements and initiative areas. Where owners fail to act and buildings fall into serious disrepair, the Council can enforce statutory repairs where necessary.</p> <p>At Balcurvie Road, owners declined PSHG support, requiring statutory intervention. A Compulsory Purchase Order secured an empty property, enabling its return to use as social housing. The project allowed the RSL to acquire additional homes, introduce factoring, complete common repairs, and improve property conditions, while tackling waste management and anti-social behaviour, creating a safer and more sustainable community.</p>
<b>The challenge</b>	<ul style="list-style-type: none"> <li>• The first challenge was securing engagement from owners to tackle property conditions and the need for common repairs to the tenement properties and the appointment of a property factor to support longer term maintenance.</li> <li>• Dealing with a long-term vacant property which was creating a major barrier to progressing works.</li> <li>• The need to establish RSL ownership in the properties to take on factoring and come up with a programme of works and funding package that would address property disrepair and tackle environmental blight.</li> <li>• Need for statutory action in terms of promoting a CPO and serving work notices.</li> </ul>
<b>The solution</b>	<p>The Empty Homes team identified that the property at 12 Balcurvie Road, had been vacant since 2020 and was owned by a company dissolved in 2019. An Empty Homes Officer contacted the King's and Lord Treasurer's Remembrancer (KLTR) to agree how matters could be progressed. GCC promoted a Compulsory Purchase Order (CPO) and partnered with Provanhall Housing Association to transfer ownership and bring the property back into use. Internal repairs and upgrades were required to meet the Scottish Housing Quality Standard.</p> <p>Early engagement with Provanhall Housing Association, owner-occupiers, and private landlords was critical to addressing maintenance issues, waste, and anti-</p>

	<p>social behaviour. Increasing RSL ownership was essential to deliver factoring and carry out works; to improve housing condition; promote a balanced tenure, and secure tenancies; establishing long-term maintenance through factoring; introducing energy efficiency measures and reducing the risk of future costly repairs.</p> <p>Enforcement action included compulsory purchasing the empty property and serving a S30 works notice under the Housing (Scotland) Act 2006 to facilitate common repairs including close security thus reducing the risk of anti-social behaviour and enhancing community safety.</p>
<b>The impact (including cost savings/income generated if applicable)</b>	<p>This intervention enabled introduction of professional factoring and the completion of essential common repairs. Funding from the Affordable Housing Supply Programme and PSHG supported internal upgrades to properties acquired by the RSL, while also facilitating common repairs (with owners repaying outstanding monies owed to the Council).</p> <p>Since March 2024, Provanhall Housing Association has secured full ownership of the most problematic tenement and three flats within another, with repairs completed across all acquired properties and all properties will be maintained, going forward.</p> <p>In addition to tackling building disrepair the common closes and curtilage of the properties have been improved, helping to improve the general environment and reducing complaints. This has brought stability to the area and helped to provide a safer, environment for residents.</p>
<b>How is the new approach being sustained?</b>	<p>The Initiatives and Empty Homes team will continue working collaboratively with owners and key stakeholders to support ongoing property maintenance and safeguard long-term investment in housing.</p>
<b>Lessons learned:</b>	<ul style="list-style-type: none"> <li>• Benefits of strong partnership working with RSLs.</li> <li>• Need for early engagement with all parties in Housing Initiative priority areas and identify owners of Empty Homes</li> <li>• Need for PSHG funding towards common repair schemes where appropriate.</li> <li>• Need for statutory intervention as an enabling tool where voluntary action has failed.</li> <li>• Tackling Empty Homes which are not only a blight on a community but can prevent essential works from being carried out</li> <li>• Making use of CPO powers is necessary to facilitate change and progress works where properties are lying empty.</li> </ul>
<b>Contact:</b>	<p>Duncan Thomson (Group Manager)</p>

## 6. Policy and Resource Implications

### Resource Implications:

*Financial:* No direct financial impacts as a result of the report.

*Legal:* None

*Personnel:* None

*Procurement:* None

**Council Strategic Plan:** The APR reports progress against all CSP priorities.

### Equality and Socio-Economic Impacts:

*Does the proposal support the Council's Equality Outcomes 2025-29? Please specify.* No impact.

*What are the potential equality impacts as a result of this report?* No impact on equality identified.

*Please highlight if the policy/proposal will help address socio-economic disadvantage.* No impact as this is not a new/updated strategy, policy or service and has no significant budget impact.

**Climate Impacts:** No relevant environmental issues as a result of this report.

*Does the proposal support any Climate Plan actions? Please specify:* Not applicable

*What are the potential climate impacts as a result of this proposal?* Not applicable

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

Not applicable

**Privacy and Data  
Protection Impacts:**

No impact on Privacy and Data Protection.

**7. Recommendations**

The Committee is asked to:

- Consider and note the content of the report; and
- Consider any specific Commitments or actions that require officers to report back on with further detail or progress updates as part of the Committee's future work programme.