



Glasgow City Council

Environment and Liveable Neighbourhoods City Policy Committee

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

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**NEIGHBOURHOODS, REGENERATION AND SUSTAINABILITY:
ANNUAL BUSINESS PLAN 2026-27**

Purpose of Report:

The report presents the 2026-27 Annual Business Plan (ABP) for Neighbourhoods, Regeneration and Sustainability (NRS).

Recommendations:

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

Ward No(s):

Citywide: ✓

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

Introduction

Neighbourhoods, Regeneration and Sustainability's (NRS) Annual Business Plan sets out how NRS will deliver the Council's Strategic Plan Grand Challenges, Missions and Commitments. It is a forward looking document which reflects the budget for 2026 – 2027 and how this supports the wide ranging services delivered by NRS.

The Council's [Strategic Plan 2022 – 2027](#) was approved by [Glasgow City Council](#) on the 27th of October 2022 and sets out the Grand Challenges, Missions and Commitments that will be delivered by Services and ALEO's. NRS is a major contributor to the Grand Challenges which address the climate emergency and a just transition to net zero and also the delivery of essential services in an innovative and efficient way for our communities.

New investment was approved for NRS for 2026 – 2027 at a [Glasgow City Council](#) meeting on 24th February 2026. Total revenue investment for NRS for 2026 – 2027 is £9.5M and capital investment is £6.4m. This investment will take forward the commitments within the Strategic Plan to improve neighbourhoods and provide frontline services which contribute to the regeneration of the city. Some key investments include:

Revenue Investment (NRS)

- £715,000 for 6 more neighbourhood clean teams
- £1.4m for increased gully cleaning
- £300,000 to increase the project capacity fund and create 6 new posts for Environmental, Landscape and Development Officers
- £500,000 for City Centre improvements to strengthen and modernise the city centre
- £1,000,000 for tenement retrofit to expand repairs and first step energy efficiency works for around 70 homes
- £100,000 for Rent Control zones and new rent control assessments as required by the Housing (Scotland) Act
- £350,000 for school playground and play amenities to carry out an initial assessment of school playgrounds and of play amenities
- £120,000 for Energy Management to expand and speed up work to identify suitable energy efficiency interventions across the Council estate

Capital Investment (NRS)

- £1,000,000 for Heritage Building Viability Grant Scheme to close development deficits and bring empty historic properties back into productive use
- £500,000 for 2 gully cleaning machines
- £1,000,000 for drain repairs scheme to support additional gullies and replacement of broken pipes
- £1,000,000 for city centre improvement
- £1,500,000 for cemetery footpath renewal
- £1,400,000 to extend the Community Municipal Investment model

The new allocation of investment will fund an additional six Neighbourhood Clean Teams which will provide additionality to the existing successful teams. The Clean Teams have been very well received by residents, elected members and partners and

provide an opportunity to further improve the look and feel of the city. The Gully cleaning programme has also been increased. This will see a tripling of service provision in priority neighbourhoods and on arterial routes, with flood routes cleaned three times per annum. Two new gully cleaning machines will be purchased to support the expansion of the service. Additional funding will also impact on the housing crisis with funding allocated to address issues with tenemental properties including expanding repairs and improving energy efficiency within homes across the city.

NRS will continue to progress a range of initiatives over the coming year, which will have a major impact on how the city looks. The redevelopment of [George Square](#) is well underway with completion scheduled for October 2026. The square will be resurfaced in stone with more greenery, featured lighting and a paved area for events, ensuring a world class look and feel that extends across the surrounding roads and pavements. Elsewhere in the city, a number of [Avenues](#) projects will be completed and others will begin, such as Argyle Street (East). This includes creating a new bus route to improve public transport, developing more pedestrian priority spaces and reducing traffic around Queen Street, Ingram Street and Candleriggs.

Work will also continue to address housing and homelessness pressures by working with Housing Associations across the city to deliver affordable homes. The Affordable Housing Supply Programme plays a significant role in providing housing in the city and this is crucial in the context of Glasgow's housing emergency. The blight of empty homes will also continue to be tackled with an initiative to bring empty homes back in to use and add to the city's housing supply.

The [Twin Stream recycling project](#) will continue with the roll out of an enhanced recycling service for flatted properties. The next area to receive the service is being determined with a view to an estimated completion date of March 2027. This will be supported by a communication strategy to inform residents of changes and formal training for staff including frontline crews, supervisors and managers.

The coming year will also see the next phase of the new development of a new and enhanced Household Waste and Recycling Centre (HWRC) at Easter Queenslie scheduled for completion late 2027. This will be the first part of the redevelopment to open and the building will contain the transfer station and Materials Recovery Facility (MRF) which is expected to be complete by May 2027. It will then be available to the MRF equipment supplier to construct the MRF, which is expected to be operational in early 2028.

The [City Development Plan 2](#) (CDP 2) is currently being prepared and details the next chapter of the long-term growth and regeneration of the city. Work started on the new plan in 2023 and the Scottish Government has requested that planning authorities produce new development plans by May 2028. The CDP2 Proposed Plan has been approved at committee and Council and arrangements made for the Representation period which is scheduled to run for 12 weeks between August and November 2026.

The city has also continued to attract major events, including concerts and sporting events and 2026 will be another landmark year. Glasgow hosted a refreshed model of the Commonwealth Games in July 2026. As well as an array of sporting events and competitions, the city will host a wide variety of concerts, community and annual

events and sporting activities throughout the city. Many NRS teams will be playing a role in the successful delivery of these events over the coming year.

In terms of NRS's workforce, the new NRS staff forum will be embedded, which acts as a vehicle for staff voice and feedback. Roadshows, which have been popular with staff, will be further developed in 2026 using feedback from a range of stakeholders. Roadshows will also be supplemented with specific events and online seminars, including lunchtime bitesize sessions on a variety of topics.

George Gillespie

Executive Director, Neighbourhoods, Regeneration and Sustainability

SECTION 1: RESOURCES AND ORGANISATION

Service Structure and Resources

Neighbourhoods and Communities

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

Roads and Transportation

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

Finance, Governance and Transformation

- Finance and Transformation
- Governance, Performance and Business Support

Development and Regeneration

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

Property, City Deal and Major Projects

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

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



Neighbourhoods, Regeneration and Sustainability

Leadership and Senior Management Team Structure

August 2026



Executive Director
George Gillespie



Strategic HR Manager
Paul McGaulley



Director of Service Delivery
Jenny O'Hagan



Divisional Director (Acting)
Neighbourhoods
and Communities
Stevie Scott



Divisional Director
Roads and Transportation
Harjinder Gharyal



Divisional Director
Finance, Governance and
Transformation
Alison Duffy



Divisional Director
Development and Regeneration
Ben Wilson



Divisional Director
Property, City Deal
and Major Projects
David McEwan



Head of
Service
Waste
Management

David
McCulloch



Head of
Service
(Acting)
Parks and
Streetscene

Frankie
O'Rourke



Head of
Service
Communities
and
Regulatory
Services
Denise
Hamilton



Head of
Service
Sustainable
Transport,
Traffic and
Parking
Operations
Kevin Argue



Head of
Service
Infrastructure
Asset
Management
John
Ashcroft



Head of
Service
Fleet Asset
Management
Laura
Campbell



Head of
Service
Finance and
Transformation
Fiona
Naylor



Head of
Service
Governance,
Performance
and Business
Support
Theresa
Mackin



Head of
Service
Housing
Jennifer
Sheddan



Head of
Service
Planning
Sarah
Shaw



Head of
Service
Development
Programme
Mandy
MacDonald



Head of
Service
Building
Standards
and Public
Safety
Raymond
Barlow



Head of
Service
Property
Asset
Management
David Baird



Head of
Service
Consultancy
Services
Alex
MacLean



Head of
Service
City Deal
Jonathan
Brown



Head of
Service
Sustainability
Gavin
Slater

Financial Resources

The table below shows NRS expenditure per service area.

Objective Analysis

2025/26 Annual Budget £	Expenditure	2026/27 Annual Budget £
122,034,500	Housing Investment	179,638,300
9,443,500	Planning and Building Standards	10,112,000
12,266,600	Consultancy Services	9,996,000
48,379,100	Roads Operations	52,573,400
1,065,700	Sustainability	1,221,900
84,375,600	Refuse Collection and Disposal	89,509,200
25,491,900	Streetscene	29,167,000
28,707,700	Parks and Open Spaces	32,823,600
21,224,500	Community Safety	24,278,300
15,888,600	Business Support	16,741,600
207,531,700	Property Asset Management	212,623,500
11,491,200	Regulatory	11,638,200
14,657,100	Transport	16,499,300
602,557,700	Direct Departmental Expenditure	686,822,300
110,740,500	Central Charges	112,882,500
713,298,200	Total Expenditure	799,704,800

Income

122,545,000	Housing Investment	122,545,000
7,001,700	Planning and Building Standards	7,001,700
8,700,600	Consultancy Services	5,923,400
55,697,400	Roads Operations	60,806,900
605,800	Sustainability	149,700
24,301,000	Refuse Collection and Disposal	32,030,600
114,700	Streetscene	115,000
10,965,100	Parks and Open Spaces	11,758,900
10,514,800	Community Safety	11,131,400
427,100	Business Support	128,200
125,202,300	Property Asset Management	157,791,900
3,686,400	Regulatory	2,890,700
13,334,800	Transport	14,690,200
383,096,700	Direct Departmental Income	426,963,600

219,461,000	Direct Departmental Net Expenditure	259,858,700
330,201,500	Net Expenditure	372,741,200
	Remove: Budget held for HSCP Homelessness within Housing	-56,000,000
	Adjusted Net Expenditure	316,741,200

Subjective Analysis

2025/26 Annual Budget £	Expenditure	2026/27 Annual Budget £
170,704,400	Employee Costs	198,499,240
116,282,500	Premises Costs	121,523,000
22,604,900	Transport and Plant	21,604,060
116,851,100	Supplies and Services	98,748,800
74,517,400	Third Party Payments	143,632,900
41,000	Support	41,000
115,824,900	Transfer Payments	116,823,800
-14,559,000	Transfer to Capital	-14,349,400
290,500	Capital Financing Costs	298,900
602,557,700	Direct Departmental Expenditure	686,822,300
110,740,500	Central Charges	112,882,500
713,298,200	Total Expenditure	799,704,800
	Remove: Budget held for HSCP Homelessness within Housing	-56,000,000
	Adjusted Gross Expenditure	743,704,800
£'m	2025/26 Final Outturn	£'m
tbc	Net Expenditure	159.71
tbc	Estimate	158.50
tbc	Variance	1.21

SECTION 2: THE COUNCIL'S STRATEGIC COMMITMENTS

The Council approved the Strategic Plan 2022 – 2027 at Glasgow City Council's meeting on the 27th of October 2022. The Strategic Plan presents the Grand Challenges, Missions and Commitments that will be delivered over the life of the plan and specifies the basis for future budget and service planning, performance management and reporting.

The Council's vision is to:

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

The councils' values are outlined in the City Charter and underpin the Council's vision.

Four Grand Challenges have been identified in the Strategic Plan and these direct what we do. Missions and Commitments have also been identified which will be progressed to meet the Grand Challenges.

The Grand Challenges are:

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

NRS will progress a range of actions which will impact primarily on the following Grand Challenges.

Grand Challenge 3: Fight the climate emergency in a just transition to a net zero Glasgow.

Grand Challenge 3 has a focus on delivering sustainable transport and travel aligned with the city region and on becoming a net zero carbon city by 2030. NRS will progress a range of actions, projects and initiatives which will advance the aim of Grand Challenge 3, including:

Glasgow Transport Strategy

The Glasgow Transport Strategy is the overarching transport strategy for the city. It provides a framework for the city to work towards a sustainable transport future. A range of transport and mobility workstreams will continue into 2026/27 which will progress commitments within the councils Strategic Plan. This includes delivery of city wide speed limits and road safety measures, increased parking management across the city and delivery of active travel infrastructure including the on street residential cycle shelter programme, the popular e-bike hire scheme and the delivery of bus priority measures. A free public transport pilot has been conducted in 2026 in Glasgow, the largest pilot of its kind to date in the UK. Additionally, a number of longer term

aspirations will also be addressed including tackling the impact of the M8 on communities particularly around the city centre and continuing to work with Strathclyde Regional Bus Strategy Partnership on their Strathclyde Regional Bus Strategy and options for enhanced bus governance in Glasgow. In addition, the Council continue to work with Strathclyde Partnership for Transport and the Glasgow City Region on the development of the Clyde Metro Project.

Community Renewable Energy Framework (CREF)

The Community Renewable Energy Framework aims to support the increased generation of renewable energy from community-owned assets. This will be progressed by identifying a portfolio of sites which are suitable for community-led renewable energy development and outlining a process that enables GCC to work with communities to enable the delivery of such projects. During the coming year, Phase 1 will continue to support successful communities through project design, feasibility and planning, ultimately through to funding and delivery. Phase 2 will be developed during 2026 using learning from the initial pilot phase of the CREF. A full lessons-learned exercise will be undertaken, including a review of the process for site selection and possibly include identification of additional sites, exploration of how sites could be proposed to the CREF team and feedback on the process. The second launch was scheduled for March 2026 with a focus on Healthy Streets in Glasgow which use green and blue interventions to help improve place and contribute to maintenance of local air quality.

Footway and Carriageway Maintenance

Delivery of a three year investment programme for footway and carriageway maintenance will continue in the coming year. Over the last year we have delivered 172 projects valuing £11.9m. It is anticipated that over 800 resurfacing projects will be delivered over three years. This year work will commence across the city to deliver over 400 resurfacing projects in an ambitious programme. Three contract packages were approved at the Contracts and Property Committee on the 30th of April 2026 and another one was agreed under delegated powers. The £30m allocated for road resurfacing is one of the largest contract packages issued by the council in recent years and is part of a wider three-year, £119m investment programme in the city's roads network, which includes work on footways, street lighting and structures.

Local Biodiversity Action Plan and Pollinator Plan

The development and mapping of Glasgow's Nature Network will continue to be progressed throughout the year. A further tranche of 4 Local Nature Reserve areas, Bishop Loch LNR (extension), Blairtummock Park, Cadder Wood, Claypits LNR (extension) from the 22 approved by the City Administration Committee will be taken through the engagement and designation process for declaration in 2026/27. All 22 sites from the 22 originally proposed to City Administration Committee will have then been declared as Local Nature Reserves. The Glasgow Tree Plan, which supports and contributes to the Local Biodiversity Action Plan and biodiversity, will also be progressed with a further tranche of trees proposed to be planted during the coming year. A full update and future planned activity was presented to Net Zero and Climate Progress Monitoring City Policy Committee on 3rd March 2026.

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

Grand Challenge 4 focuses on the creation of safe, clean and thriving neighbourhoods. NRS will progress a range of actions, projects and initiatives which will advance the aim of Grand Challenge 4, including:

Housing

Housing and homelessness pressures will continue to be a focus during 2026/27. During the previous year, the [Affordable Housing Supply Programme \(AHSP\)](#) had a significant impact and will continue to address this issue in the coming year. Following an additional grant from the Scottish Government in October 2025 for targeted acquisitions, original targets set were re profiled with 921 approvals, 1271 site starts and 633 completions. The 2025/26 grant allocation for Glasgow was £127.767m. Targets for 2026/27 will be finalised and reported to [City Administration Committee](#) in summer 2026 after consultation with the Scottish Government. The programme will be continually reviewed and refined in the coming year to ensure targets are met and alignment with Glasgow's Housing Strategy is maintained. In addition to the AHSP, [empty homes](#) play a role in addressing housing and homelessness pressure and a range of advice and assistance is available to help home owners bring homes back in to use. The [empty homes grant scheme](#) was launched in November 2025. Looking forward, use of Compulsory Purchase Orders will continue to be extended, grants for empty homes will be promoted and the City Centre repurposing pilot will be developed further and new opportunities investigated.

City Development Plan 2

The proposed [City Development Plan](#) (CDP2) was presented to [City Administration Committee](#) in June 2026. The [Proposed Plan](#) links planning policy and processes with place based outcomes which reflect the councils strategic objectives. The CDP2 and proposed delivery programme were approved at committee and arrangements are being made for the Representation period, including consultation with key stakeholders and communities over a 12 week consultation period. Following the representation period, the representations received will be analysed and a Modification Report produced. Further updates are planned for committees and detailed information on the full process and timeline can be found on the [City Development Plan 2 Information Hub](#).

City Centre – George Square and the Avenues

The transformation of George Square will continue into the coming year, with an estimated completion date of October 2026 for Section 1 (George Square). Footways around the City Chambers, Queen Street station and the west side of George Square have been completed and work was scheduled to begin on the road on the south of the square in April 2026. Specialist restoration of the statues has also been carried out. Elsewhere in the city centre, several [Avenues projects](#) will see completion in the coming year, as well as the commencement of others. The section of Argyle Street from the Kingston Bridge to Central Station is complete and [Argyle Street East](#) from Union Street to Glasgow Cross is scheduled to start in 2026. A full update on the Avenues Programme was presented to [Economy, Housing, Transport and Regeneration Committee](#) in November 2025.

Twin Stream

The twin stream service roll out to flats will also continue in 2026/27. The south west of the city was completed in Spring 2026 and the next area of the city is being determined with a view to completion by March 2027. The roll out will include the provision of new bins, bin hub infrastructure, a communication campaign and a collection service.

Easter Queenslie

Redevelopment of Easter Queenslie will see significant progress during 2026, including demolition of the last building on the previous site. The new Household Waste and Recycling Centre will be the first part of the development to open. The construction of the building which will contain the transfer station and the Material Recovery Facility (MRF) is expected to be completed in May 2027. The building will then be available to the MRF equipment supplier to construct the MRF, which is expected to be operational early 2028. A full update and future plans on the Resource and Recycling Strategy was presented to Environment and Liveable Neighbourhoods City Policy Committee in February 2026.

Appendix 2 provides specific information on the actions, planned activity and milestones which will be undertaken during 2026/27 to progress the commitments detailed in the Strategic Plan.

The Glasgow Community Plan

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

- Developing good quality housing and neighbourhoods

A number of enablers have also been identified by the Partnership which could unlock resources and opportunities to deliver improvements in family poverty outcomes. NRS will have an impact on the following identified enablers:

- Transport – Glasgow Transport Strategy
- Housing

Revenue and Capital Budget – Revenue budget and capital investment

Appendix 3 provides further information on revenue and capital budgets.

SECTION 3 OTHER SERVICE PRIORITIES

Over and above our Council Plan commitments, NRS took a lead role in the successful joint operation between Glasgow City Council, Network Rail and other stakeholders to reopen Central Station and Union Street following the Union Street fire in March. This involved the development and implementation of a Programme Plan covering a number of workstreams including safe site demolition, traffic management and road closures, reinstatement of public realm and assistance to local businesses impacted by the fire, supported by a robust communications plan with regular updates via the website to guarantee the reopening in time for the Commonwealth Games in July 2026.

Staff Training and Development

Staff Survey

To ensure meaningful improvement and accountability, NRS has implemented a biennial staff survey cycle. This approach provides enough time to analyse feedback, implement actions and clearly demonstrate progress before the next survey is issued. It also ensures colleagues can directly see how their contributions shape service improvements.

During 2026, we will continue embedding the new NRS Staff Forum, which now acts as a core channel for staff voice and feedback. Alongside this, the service has implemented a refreshed communication cycle, setting clear expectations for how often team meetings take place and how information should routinely flow between leadership, managers, supervisors and frontline colleagues. This supports improvements in leadership visibility and clarity of communications, two areas highlighted in previous survey findings.

Training & Development

Our focus remains on keeping pace with best practice and legislative changes which impact on work activities and to ensure that we have a highly skilled workforce, whilst our emphasis is always on promoting a health and safety culture in all that we do. In addition, training associated with The Bribery Act (2010) and Information Security remained mandatory and Ethical Conduct in Glasgow City Council and the Scheme of Delegated Functions training was mandatory for all Managers and Supervisors.

A total of six staff members are currently studying for a BEng (Hons) Civil Engineering and two staff members are studying for a BA (Hons) in Business Management, with one due to complete in June 2026. Six staff members successfully completed their BA in Business Management with a further staff member successfully completing their BA (Hons) in Business Management in June 2025.

In 2025-26 staff participated in 4,028 learning events. Delivery of training increased following NRS's recruitment drive to employ approximately 400 new operational staff within Parks, Cleansing and Roads operations to support delivery of services. NRS Training have actively been involved in a range of training provision including inductions, plant & machinery and driver assessments to ensure staff have necessary skills to operate within NRS. This also included training for Agency staff employed to back fill driver posts due to retirement, promotion and shortages of professional drivers. Drivers Certificate of Professional Competence (DCPC) 5-year cycle ended on the 9th of September 2024. This was a major undertaking as Covid prevented regular training being delivered for much of this time and staff were required to increase the number of courses to ensure that our drivers in scope for 35 hours training could renew professional driving licences. A new 5-year cycle is now underway and will be delivered to approximately 600 drivers. Training on the new electric vehicle fleet was ongoing throughout 2025-26 and it is anticipated that this activity will continue in 2026-27.

Engagement with and support of the Modern Apprentices (MA's) continues to be an activity to ensure completion of learning frameworks and requirements associated with

the diverse MA Programme in partnership with External Providers and Colleges. NRS is now in its 3rd year of operating a Climate Ready MA Programme in recognition of the impact of climate change on the environment. Several MA's have completed MA's at SCQF5 and 6 and are now specialising in Arboriculture, General Horticulture and Biodiversity. We are also planning to assist with landscaping City Centre Public Realm projects in Duke Street and George Square.

PCR Performance

Following the refresher training completed by all managers and supervisors in 2025, NRS will continue to strengthen consistency and quality across the Performance Coaching and Review (PCR) process throughout 2026.

Managers will receive timely reminders throughout the PCR cycle and will be directed to recorded masterclass materials to reinforce best practice. These reminders will emphasize their responsibility to carry out effective, meaningful PCR conversations. Staff will also receive regular updates through internal newsletters to ensure they know what to expect and how to prepare for their own PCR discussions. By maintaining regular communication and support, the service aims to ensure PCR activity remains embedded, consistent and aligned with wider workforce development priorities.

Attendance Management

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

Our focus over the period has been on compliance with the Supporting Attendance Policy, with compliance check activity across NRS associated with Attendance Review Meeting completion on a quarterly basis. Divisional Directors have held meetings with their Heads of Service and Group Managers, with HR Support. The purpose of the meetings is to emphasise the importance of absence management across NRS and importantly hold them to account. As a result of these meetings a further 4 online Portal Absence Reporting sessions, supported by HR were held in August 2025 for Chief Position Holders. In addition, following a recent Internal Audit report, quarterly sample absence management compliance checks are also being carried out by HR, to ensure appropriate completion of paperwork, recording on SAP and filing to EDRMS. Finally, a monthly email is issued to all managers and supervisors across NRS, providing guidance on absence management activity, highlighting the areas identified by Internal Audit as requiring improvement in their recent report.

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

In addition, we continue to offer the flu vaccination programme to employees with 628 vouchers requested in the Autumn of 2025, an increase in requests reflecting reduced wider provision from the NHS (520 vouchers requested in 2024).

Staff Health and Wellbeing Initiatives

The NRS People Programme will continue to operate across the service in 2026, building on the strong foundations established in 2025. Last year, roadshows were delivered across a wide range of work locations, offering colleagues access to health and wellbeing support including mental health advice, debt and financial guidance, pension information, relaxation activities and on-site nurse appointments through our occupational health provider.

In 2026, these roadshows will be further developed using detailed feedback from colleagues, building managers and other stakeholders, allowing us to refresh and expand the content offered. Alongside roadshows, the service will supplement activity with targeted events and online seminars, including lunchtime bitesize sessions on topics such as prostate screening, menopause awareness and other emerging health themes raised by staff throughout the year.

This blended approach ensures that both workplace-based and non-ICT colleagues can access support in ways that are practical, inclusive and relevant to their needs. Health and wellbeing will remain a core focus of the NRS People Programme, with activity continuously refined to address the priorities of our workforce.

Work-life balance

NRS supports the benefits of flexible working and acknowledges that it can help us improve service delivery and allows employees to balance life pressures with their work responsibilities. In addition, flexible retirement offers for those who are members of the Local Government Pension Scheme, aged 55 or over, to draw pension benefits and at the same time, continue working on reduced hours and/or a lower grade. Within NRS there are 16 employees who have accessed Flexible Retirement and 240 who have a Work Life Balance arrangement in place.

SECTION 4: BENCHMARKING, INSPECTIONS AND EQUALITIES

Local Government Benchmarking Framework

The Local Government Benchmarking Framework is a high level benchmarking tool which can be used to compare performance against a range of efficiency, output and outcome indicators, covering a range of local government activities. It also enables cost and performance comparisons to be made across similar councils. This allows councils to engage with each other to explore variations and share best practice.

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

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

A report was presented to [Operational Performance and Delivery Scrutiny Committee](#) on the 6th of May 2026. The report provides an overview of Glasgow's performance within the Local Government Benchmarking Framework (LGBF) for the 2024/2025 reporting period. It outlines the Council's comparative position across a range of performance indicators including areas of strong performance and those requiring further analysis or where improvement activity is underway or planned.

The [Local Government Benchmarking Report 2024 - 25](#) and a full analysis of performance for each of the LGBF indicators is available from the [Improvement Service website](#).

Other Benchmarking

The Association for Public Service Excellence (APSE) is a not for profit unincorporated association which maintains and develops a network of local government officers, managers and councillors from local authorities across England, Northern Ireland, Scotland and Wales. It advises on and shares information and expertise on a wide range of areas in public services, including policy, practice and frontline service areas. A range of service areas, applicable to NRS, are covered including Climate Change, Environmental Health, Parks and Open Spaces, Refuse Collection, Roads, Street Cleansing, Trading Standards and Transport operations and vehicle maintenance. APSE provides a useful resource for training, research, performance networks and frontline service specialists.

Audit Inspection and Quality Standards

Scientific Services

[UKAS \(United Kingdom Accreditation Service\)](#) carries out an annual assessment visit of the Scientific Services laboratory for both Testing and Calibration services. This year will be a reassessment visit and will take place in June 2026.

Food Safety

Food Standards Scotland have published their audit plan for 26/27 and advise as follows:

It is intended that we will adopt a flexible approach with a focus on the provision of evidence and the development of systems which will inform the SAFER programme, facilitate performance monitoring and identify best practice examples. The aim will be to gather this evidence and assurance across all 32 Scottish Local Authorities. Should it be necessary, deeper capacity and capability audits or focussed audits may be carried out throughout the year to get a better understanding of how individual authorities deliver an effective food service.

Trading Standards

The metrology equipment for GCC was last tested by staff from Scientific Services in January and November. The Animal and Plant Health Agency (APHA) carry out audits of the Animal Health and Welfare work undertaken by Trading Standards, these audits are risk based as opposed to on an annual basis.

Glasgow Green Flag Community Award

The Green Flag Award recognises and rewards well managed parks and green spaces. It also sets the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world. The award is open to any freely accessible park or green space which is easily identifiable and includes town parks, formal gardens, local nature reserves, cemeteries and crematorium, pocket parks and allotments amongst others. The winning parks in Glasgow in 2025 were:

- Southern Necropolis
- Glasgow Botanic Gardens

Glasgow Household Survey

Glasgow City Council measures residents' views of local services and other aspects of life in the city via the Glasgow Household Survey (GHS). The GHS is used to track and measure residents usage and satisfaction with a number of council key services. A summary report of the Glasgow Household Survey 2025 was presented to the Operational Performance and Delivery Scrutiny Committee on 5th November 2025. A number of key NRS service areas are covered in the report, including road and pavement maintenance, street cleaning, street lighting, refuse and recycling collection and recycling centres.

In terms of NRS services, satisfaction with street lighting (74%), recycling collection (55%), street cleaning (40%) and refuse collection (54%) were broadly in line with the previous wave. Satisfaction with pavement maintenance (39%) and road maintenance (15%) has increased slightly (by three percentage points in both). Full analysis is provided in the Glasgow Household Survey 2025.

Equalities

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

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

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

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

NRS leads on or supports the following outcomes in the 2025-29 Equality Outcomes plan (Further detail on these Equality Outcomes can be found [here](#)):

Outcome 2

Regular and systematic design of service delivery across the Council Family to enable the inclusive, accessible and meaningful participation of disabled people, black and minority ethnic people and older people.

Outcome 3

People with protected characteristics are able to access services that meet their needs, with support and accessible information provided when required.

Outcome 4

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

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

Outcome 5

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

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

Associated priority actions and details can be found within the [Council Family Equality Outcomes for 2025 to 2029 Action Plan](#), taken to WECCE on 28th May 2026.

Progress made in supporting these outcomes will be updated in the associated Report taken to Operational Performance and Delivery Scrutiny Committee.

Equality Impact Assessments (EqIAs)

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

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

The following EqIAs were carried out in 2025/26:

- [Carbon Based Parking Charges](#)
- [Inner North City EQIA](#)
- [South City Network](#)
- [Glasgow Cycle Hire Scheme](#)
- [Pop-Up Mobility Hubs 2526](#)
- [SPT's People and Places Programme](#)
- [Faifley - Baillieston Quality Bus Corridor \(Ross Street to Old Shettleston Road\) \(Traffic Regulation\) Order 2003 \(Variation No.1\) Order 202](#)
- [Glasgow Harbour Residential Development Area \(Waiting and Loading Restrictions\)](#)
- [Play Area Renewal \(King George V\)](#)
- [Bin Hub Pilot EqIA](#)
- [Glasgow City Council \(Battlefield\) \(Traffic Management and Parking Control\) Order 202](#)
- [Glasgow City Council \(Shawlands\) \(Traffic Management and Parking Control\) Order 202](#)
- [Glasgow City Council \(Strathbungo\) \(Traffic Management and Parking Control\) Order 202](#)
- [Free Public Transport Pilot](#)
- [City Centre Mural Trail Fund](#)
- [Glasgow City Council \(Dennistoun\) \(Traffic Management and Parking Control\) Order](#)
- [Argyle Street West](#)
- [Glasgow City Centre People First Zone \(PFZ\)](#)
- [Implementation of Glasgow City Council \(City Centre\)\(Traffic Management\) Order 2010 \(Variation No50\) \(Merchant City People First Zone\) Experimental Order](#)
- [100 Union Street \(Egyptian Halls\)](#)
- [GCC Kelvinside and Kelvindale \(Traffic Management and Parking Control\)](#)
- [Dumbreck Road](#)
- [North Hanover Street](#)

- [Climate Plan 2026 to 2030](#)

The following EqlAs were carried out in 2026/27:

- [Glasgow Avenues Project - Clyde Street](#)
- [Glasgow Avenues Project - High Street](#)
- [The Glasgow City Council \(Broomhill and Thornwood\) \(Traffic Management and Parking Controls\) Order 202](#)

Budget EqlAs published alongside the 2026/27 budget can be found [here](#).

Planned 2026/27 EqlAs / HIAs

There are a number of EqlAs / HIAs planned for 2026/27 including:

- Argyle Street East Avenue
- High Street Avenue
- Clyde Street Avenue
- Custom House Quay
- Winter Service Policy and Procedures
- Health Impact Assessment pilot for the Climate Plan
- River litter boom project
- Community Renewable Energy Framework process
- Adaptation Risk and Opportunity Assessment
- City Deal: Dobbies Loan and Pinkston
- Feminist Urbanism toolkit
- Conservation Area Appraisals
- Lighting Strategy
- Transport Projects Delivery - Pollokshaws Rd Bus Corridor
- Transport Projects Delivery - GBP - Paisley Road West Rd Bus Corridor
- Transport Projects Delivery - Barras South CPZ
- Parking - Standardising Hours – various locations
- Transport Strategy - Staff Travel Survey
- Public Transport Strategy
- Strategic Transport Projects - Sauchiehall Street action plan
- Strategic Transport Projects - Network Movement & Circulation Plan
- Strategic Transport Projects - Park & Ride Feasibility Study
- Parking Services (Operational Delivery)
 - Broomhill/Thornwood;
 - Sighthill;
 - Queen Elizabeth University Hospital Residential Area.
- Ibrox Stadium Event Day Parking Zone
- Celtic Park Event Day Parking Zone
- SEC Plaza
- Civic Street
- India Street
- Gallowgate Development
- Necropolis Eastern Entrance

- Greenspace and Biodiversity – funded play area/place making investments – Parks estate.
- GVAWP Prevention Working Group Workplan.

Consultations

During 2025/26, NRS either started or completed the following public consultations:

- People First Zone (PFZ) - Phase 1 (closed 19/4/26)
- Connecting Greater Govan - Route 1 (closed 30/3/26)
- Glasgow Summer Sessions 2026 - Bellahouston Park management of public access (closed 9/3/26)
- Glasgow's Climate Plan 2026 -2030 (closed 15/2/26)
- Play Renewal Survey (closed 12/1/26)
- Improving Drumchapel Town (closed 7/11/25)
- Connecting Yorkhill and Kelvingrove (closed 7/11/25)
- Liveable Neighbourhoods – Yorkhill to Anderson active travel project Phase1 (closed 7/11/25)
- Gordon Street public realm improvements (closed 24/8/25)
- Firework Control Zone (closed 18/6/25)
- Glasgow Summer sessions 2025 (closed 13/5/25)
- Connecting Yorkhill and Kelvingrove (closed 27/4/25)

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

SECTION 5: COMMUNICATION AND ENGAGEMENT

The NRS Annual Business Plan (ABP) will be published on the dedicated Service webpage. If members of the public wish to contact the Service about anything contained in the plan, they can do so by email. All enquiries will be passed to the most appropriate member of staff, who will provide a response. We aim to reply to all requests within 28 working days of receiving them.

Anyone wishing to contact us about the ABP process, or any information included in the document, can do so by emailing the NRS communications inbox. Details are in [Appendix 4](#) of this report.

APPENDIX 1: NRS STAFF STRUCTURE (March 2026)

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

Grade(s) (FTE)	MALE		FEMALE		WHITE		ETHNIC MINORITY		DISABILITY		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1 to 4	1,829	52.6%	157	4.5%	1,477	42.5%	23	0.7%	84	2.4%	1,986	57.2%
5 to 7	703	20.2%	283	8.1%	819	23.6%	55	1.6%	48	1.4%	986	28.4%
8	70	2.0%	37	1.1%	89	2.6%	3	0.1%	2	0.1%	107	3.1%
9 to 14	47	1.4%	20	0.6%	61	1.8%	3	0.1%	25	0.7%	67	1.9%
Previously CSG Inclusive of Apprentices	182	5.2%	147	4.2%	259	7.5%	20	0.6%	78	2.2%	329	9.5%
Totals	2,831	81.5%	644	18.5%	2,705	77.8%	104	3.0%	237	6.8%	3,475	100.0%
											Ethnicity Not Declared	
											666	19.2%

as at 311225		NRS % of GCC
Total GCC	27,252	12.8%
NRS	3,477	
NRS Mod Apps	36	

APPENDIX 2: STRATEGIC PLAN COMMITMENTS – ACTIONS, MILESTONES AND PLANNED ACTIVITY FOR 2026/27

Since the establishment of Glasgow's Strategic Plan in 2022, the following commitments have been completed:

- Implement the City Centre Recovery Plan and develop a new City Centre Strategy which considers structural issues, supports small businesses, considers packages of support and encourages positive strategic development of sites to deliver place-making, sympathetic development, and improved public realm.
- Undertake an evidence-based review and develop a business case for consideration on Workplace Parking Licensing, with any potential revenues to be invested fully in sustainable transport projects within the city, and review options around road user charging and at-city boundary congestion charging models.
- Gender test our winter maintenance plan.
- Deliver the Plastic Reduction Strategy, supporting local businesses to reduce packaging and promoting initiatives such as water refill points.
- Develop a Community Energy Strategy to support the establishment of community energy organisations to generate renewable energy, and support the development of local heat networks.
- Support new 'pocket' or 'wee' forests throughout the city, work with communities to identify opportunities for tree-planting, support the delivery of the Clyde Climate Forest.
- Refine Tall Buildings planning guidance.
- Establish a Built Heritage Commission.
- 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.
- Encourage shared management of private lanes and back courts and deliver the Private Lanes Fund to help residents improve them.
- Deliver the Clean Glasgow programme, aligning services to local need while supporting communities to take action locally and promote behaviour change.
- Engage with the Scottish Government's national City Centre Recovery Taskforce to identify new policy responses and make the case for investment in city centre recovery.
- 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.
- Explore establishing a city-wide single housing register.
- 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.

The following actions and planned activity will be progressed in 2026/27.

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens		
MISSION 1: Support Glasgow residents into sustainable and fair work		
Launch an updated Climate Ready Apprenticeship Scheme that equips our future workforce with the skills to protect our biodiversity.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue to actively support and develop existing Climate Ready apprentices through to completion, ensuring high-quality learning, skills development and progression opportunities.	Climate Ready Apprentices are programmed to continue training.	Continue to actively support and develop existing Climate Ready apprentices through to completion, ensuring high-quality learning, skills development and progression opportunities.
Placements of MA's on City Centre Realm Projects e.g. George Square.	Climate Ready Apprentices are programmed to undertake placements as part of the Avenues projects towards the end of the project programmes.	Engage with contractors who are undertaking works and seek to provide short placements for all 2nd and 3rd year MA's 2025/26 on City Centre Public Realm Projects.
Placements of MA's on Other Projects e.g. Local Biodiversity Action Plan, Green Connectors and Seven Lochs Wetland Park.	Climate Ready Apprentices are programmed to undertake placements as part of Local Biodiversity Action Plan, Green Connectors and Seven Lochs Wetland Park projects.	Engage with officers who are undertaking works and seek to provide short placements for all 2nd and 3rd year MA's.
Work with the Scottish Government and the taxi trade to address issues facing the sector in connection with the night-time economy, people with mobility needs and transition to low emission vehicles		
Actions 26/27	Milestones 26/27	Planned Activity 26/27

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens		
MISSION 1: Support Glasgow residents into sustainable and fair work		
Establish Night Time Economy Commission and its Vision, including actions relating to night time bus provision and taxi licensing.	Paper approved at committee establishing the Night Time Economy Commission and approving its High Level Action Plan Commission launched with their vision document 'Night Shift: Glasgow' in July 2026. Initial study and engagement with taxi/private hire sector.	Dedicated Night Time Economy Manager officer post to be appointed to support the Commission (previously the NTE Sub Group). Post is in Economic Development. Recruitment underway August 2026. Commission and officer to take forward detailed work plan, providing updates to City Centre Taskforce. Formation of night time bus hubs. Further study and engagement with taxi/private hire sector (led by CEO Licensing)

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens		
MISSION 2: Support the growth of an innovative, resilient, and net zero carbon economy		
Support work locally and at city region level to roll out a large-scale programme of Home Energy Retrofit, supporting decarbonised and more efficient home energy across the city region, including in pre-1919 stock and working to maximise local impact for residents and small businesses.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Review and update the Housing Retrofit Position Statement (HRPS), as required, and record progress.	An annual update to the Net Zero and Climate Progress Committee on progress in Q4.	Ongoing evidence gathering and analysis to inform strategic approach to housing retrofit. Continue stakeholder engagement and maintenance of key partnership structures including Retrofit Advisory Group (RAG), Sustainable Glasgow: Heating and Housing Hub (SG: HHH), Heat Pump Accelerator Group (HPAG) GCRHR and Local Heat Energy Efficiency Strategy (LHEES).

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens		
MISSION 2: Support the growth of an innovative, resilient, and net zero carbon economy		
Continue to expand the Housing Retrofit Research Programme to collate existing and test new retrofit approaches that will inform the strategy. Prioritise pilots for pre-1919 tenements and heat pump accelerator.	Annual progress update provided in summary table form for the whole programme in Q4 (2027) and findings report will be released for each project on completion.	In collaboration with RAG, continue to expand research projects and develop building energy performance modelling and monitoring method. Share results widely and via Retrofit Scotland.
Implement the Housing Retrofit Position Statement (HRPS) Actions. Focusing on 3 early actions (below): 1) Coordinate a city wide effort for the repair and retrofit of Pre 1919 Tenements (P19T). 2) Launch the Heat Pump Accelerator.	Summary progress reports provided on 3 early actions. 1) Incremental guidance release by end March 2027 onwards. 2)Phase 1 Accelerator by end March 2027: - Initiate heat pump research - Develop detailed business case	Significant activity required in collaboration with stakeholders to move forward wide-ranging actions with priority placed on Pre 1919 Tenements (P19T) & Heat Pump Accelerator (refer below). Note: all progress relies on third party activity, funding and legislation beyond the direct control of GCC. 1)Development of P19T technical guidance for first step energy efficiency measures, along with enabling an ecosystem of support, including information advice and support services, developed supply chain, funding and finance options and digital platforms. Liaison with Private Sector Housing to deliver increased grant programme. 2) Grant fund 3rd Party research as an evidence base. Ongoing liaison with Heat Pump Accelerator Group to develop the delivery plan for phase 1. Ongoing liaison with LHEES and Model for Climate

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens		
MISSION 2: Support the growth of an innovative, resilient, and net zero carbon economy		
3) Work to maximise the expenditure of existing grants to alleviate fuel poverty in “colder” homes with poor fabric efficiency	- Network Ground Source Heat Pumps 3)Initial options paper to maximise Area Based Schemes (ABS) budget. Liaison with Scottish Government in relation to replacement for ECO. Annual progress report by end of March 2027.	Investment (MfCI) re: NGSHP rollout. 3)Increase the expenditure of ABS and Private Sector Housing Grant by liaising with internal housing teams (Affordable Warmth Team & Private Sector Housing). Explore options for an ECO replacement and support the deployment of Social Housing Net Zero Heat Fund and any other retrofit funding streams that become available.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Work in partnership with Transport Scotland, Energy Savings Trust and Office for Zero Emission Vehicles to deliver the fleet strategy objectives of decarbonising the fleet, transitioning to zero emissions vehicles by 2030, and identify opportunities for modal shift within journeys.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Develop and implement a phased Fleet decarbonisation plan aligned to the 2030 zero emissions target.	Present decarbonisation roadmap to the NRS Fleet Strategy board for approval by Q4 2026. Existing programme of work will maximise the level of Internal Combustion Engine to vehicles in line with the climate	Review the existing fleet profile and emissions data, prioritize vehicles suitable for replacement with Electric Vehicles or Zero emission alternatives. Align the replacement programme with the capital programme.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
	strategy with any opportunities presented to the NRS fleet Board by Q4 2026.	
Identify and implement opportunities for mode shift and reduce vehicle use across fleet operation.	Support operational departments with vehicle usage, completed by Q4 2026, to support a reduction in the number of journeys vehicles are making by Q4 2026.	Analyse telematics and fleet usage data. Promote pool vehicles and active travel where appropriate. Support service areas to reduce unnecessary fleet journeys.
Building on our Glasgow Transport Strategy policy framework, create a new Parking Plan to reduce car parking spaces and extend controlled parking zones.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Introduce new parking controls by establishing a Controlled Parking Zone (CPZ) in Kelvindale & Kelvinside.	Scheme anticipated to be implemented by end of Q4.	Conclude the statutory process associated with the Traffic Regulation Order; promote the Traffic Regulation Order; procure materials; commence scheme delivery.
Introduce new parking controls by establishing a Restricted Parking Zone (RPZ) in Dennistoun.	Scheme anticipated to be implemented end of Q4.	Conclude the statutory process associated with the Traffic Regulation Order; promote the Traffic Regulation Order; procure materials; commence scheme delivery.
Introduce new parking controls by establishing a Restricted Parking Zone (RPZ) in Battlefield.	Engage and develop options.	Undertake engagement with the local community to further explore options.
Introduce new parking controls by establishing a Restricted Parking Zone (RPZ) in Shawlands.	Engage and develop options.	Undertake engagement with the local community to further explore options.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Introduce new parking controls by establishing a Restricted Parking Zone (RPZ) in Strathbungo.	Engage and develop options.	Undertake engagement with the local community to further explore options.
Parking Strategy Delivery Plan to meet Glasgow Transport Strategy (GTS) objective of strengthening parking management across the city including implementation of pavement parking & double parking prohibitions.	Draft prepared by Q4.	Draft document to be hosted on Council website by Q4.
Via implementation of the Glasgow Transport Strategy Policy Framework, work to reduce car vehicle kilometres travelled in the city by at least 30 per cent by 2030.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Report on GCC performance against KPIs and in particular against Glasgow Transport Strategy policy targets.	Report due by Q3.	Work ongoing April - December 2026.
Update Glasgow Transport Strategy.	Update due Q4.	Undertake a review of policies to ensure they remain fit for purpose.
Undertake the scoping of Public Transport Strategy for Glasgow.	Due by Q4.	Subject to funding, scope out a framework.
Undertake feasibility study for Park and Ride Sites in Glasgow.	External funding has been requested to develop this project.	Subject to funding, study will proceed.
Undertake feasibility study for Mobility Hub Sites in Glasgow.	External funding has been requested to develop this project.	Subject to funding, study will proceed.
Deliver the wide-ranging City Centre Transport Plan, including support for an integrated sustainable transport network to help people get to and about the city centre, a new People-First Zone to restrict private vehicle through traffic in a city centre core, and scoping feasibility and developing options for a free electric shuttle bus in the city centre.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Monitor Queen St/Ingram St Experimental Traffic Regulation Order and progress design work on the People First Zone (PFZ) and bring forward proposals for Candleriggs and Albion Street.	Prepare monitoring report for PFZ Ingram Street/Queens Street interventions.	Begin an 18-month monitoring period for vehicle and pedestrian activity post-PFZ implementation on Queen Street/Ingram Street. Advance the design development for the People First Zone (Candleriggs/Albion Street). Progress West Nile Street Design to RIBA Stage 3 (subject to successful Active Travel Infrastructure Fund (ATIF) funding bid). Develop further proposals for the city centre which seek to reduce vehicular traffic and promote enhancement of the People First Zone and public realm within the city centre. Allocate funding from Active Travel Infrastructure Fund (ATIF) Tier 1 to develop streetscape options for city centre.
Explore funding opportunities for a free Electric Shuttle Bus.	Feasibility work complete.	Officers to continue to monitor funding opportunities.
Develop a modern circulation framework and movement plan to optimise how vehicles, buses, bikes, freight and pedestrians move through the city centre.	Development of a draft by Q4.	Research and analysis stage to understand current state, problems, opportunities and interdependencies. Definition of future movement framework and option identification. Option testing/scenario modelling.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
		Development of draft Circulation Framework and Movement Plan and associated implementation plan.
Continue to champion accessible, affordable, available, safe and reliable buses in Glasgow, working with the Glasgow City Region Bus Partnership. Continue to work with SPT to progress account based integrated ticketing. Continue to explore bus governance options as per our published bus governance route-map.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Progress exploratory discussions in Bus Service Improvement Plan (BSIP) as per routemap and continue to seek funding for the bus governance routemap actions where not covered by Strathclyde Passenger Transport (SPT) Strathclyde Regional Bus Strategy work.	Prepare update report and present to Economy, Housing, Transport and Regeneration Committee June 2026.	Attendance at Glasgow Bus Partnership Steering Group and Working Group Meetings. Continue to liaise and participate in any Stakeholder engagement with SPT over the Strathclyde Regional Bus Strategy (SRBS).
Commission research on and explore options to reduce the impact of the M8 on the city centre, and review opportunities to re-engineer other roads infrastructure to become more people-friendly including options for long-term replacement.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Meet with Transport Scotland to discuss a permanent works solution to the M8 Woodside viaducts and agree engagement schedule.	Regular engagement with Transport Scotland on the M8 Woodside viaduct proposals.	Establish regular engagement schedule with Transport Scotland on the M8 Woodside viaducts and arrange a session for Elected members and Transport Scotland.
Support the development of business cases for the Clyde Metro project, using this as an opportunity to deliver fully integrated sustainable public transport in the Glasgow City Region (GCR) and with a view to meaningfully connecting the most disadvantaged and under-served communities.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Lead partner responsibility has transferred from GCC NRS to Strathclyde Partnership for Transport	Engage with new governance arrangements including Programme Steering Group	Continue to support SPT to progress key project deliverables for reporting to Glasgow City Region (GCR) Cabinet by end March 2027.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
(SPT) under new governance arrangements.	and Local Authorities Working Group.	
Ensure that planning guidance takes adequately into account climate, air quality and congestion impacts in determining planning applications for traffic intensive developments such as drive-through restaurants, and if necessary, produce amended supplementary planning guidance		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan 2 Information Hub.	Undertake statutory consultation August to November 2026. Carry out post consultation modifications if required.
Continue to deliver on our commitment to a 20mph cityside speed limit and design streets that naturally reduce speeding. Explore ways to take stronger action on pavement and other illegal parking, and on idling vehicles.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Recruit additional parking attendants to support enforcement of the prohibition of pavement parking and other illegal parking practices.	Fill vacant posts.	Explore the recruitment options via external support.
Recruit fraud officers to assist the parking enforcement team in	Officers appointed.	Engage with Finance colleagues.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
identifying and dealing with blue badge misuse.		
Continue to deliver the city wide 20mph speed limit.	Implemented by end of Q4.	Implement scheme on a phase approach (phases 1-6) 1. Complete Communications Plan and consult stakeholders 2. Temporary Traffic Regulation Order Schedules Complete 3. Appoint Contractor 4. Installation of signs / traffic calming 5. Undertake post-delivery monitoring and review
Increase affordable cycle storage across the city.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Commence installation of a minimum of 120 new units.	120 additional units installed by end of Q4.	Install additional 120 units.
Expand Nextbike and car-sharing scheme.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continuation of contract for cycle hire scheme (Voi Ltd.) (Year 1) (contract duration 3 +1 +1).	Achieve 225 Voi hire stations by end of Q4.	Expansion of existing number of cycle hire stations from 183 currently to 225.
Continuation of contract for car club scheme Co-Wheels (Year 3) (contract duration 3 +1 +1).	Install and bring new Car Club bays into operation.	Continued roll out of Explorer Light 1 bicycle model. Car club bay expansion 4 bays throughout Glasgow.
Invest in footway and carriageway maintenance, continuing to move towards longer-term roads and pavements solutions.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Deliver year 2 of the 3-year investment programme.	1. Scheme selection 2. Statutory Noticing 3. Contract procurement 4. Finalise programme	Commence year 2 carriageway resurfacing and localised patching repairs. Commence Footway, Drainage and street furniture

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
	5. Programme delivery 6. Financial monitoring.	improvement programmes.
Invest in pedestrian crossings to bring them up to fully accessible standards to improve accessibility and encourage greater pedestrian priority.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Identify potential schemes for 2026/2027.	1. Prioritise locations based on aged sites, sites without tactile paving / tactile cones. 2. Undertake designs. 3. Programme and manage project on site. 4. Deliver the improvements by Q4.	1. Identify and design schemes. 2. Complete estimates, programme works in accordance with capital budgets. 3. Monitor programme to ensure compliance.
Work with colleagues in City Deal and Sustainable Transport to deliver commitment on city wide projects.	1. Liaise with colleagues and ensure programme is shared. 2. Continue to provide design and project management support where traffic signals are impacted and opportunities exist to improve infrastructure.	1. Meet regularly with our maintenance contractor, external contractors and colleagues. 2. Keep work programmes up to date.
Identify new options for enforcement and quality control of contractors working on public roads.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
National review of Safety at Streetworks Code of Practice (COP) ongoing with the objective of improving	New COP implemented – March 2027.	Engage in the consultation process to feed into the new COP.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
quality and safety of temporary traffic management.		
Deliver the city's Active Travel Strategy, working towards delivery of a comprehensive City Network of active travel infrastructure to support modal shift.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue to progress a range of active travel city network projects – each at varying stages (design, consultation and construction).	Drumchapel Town Centre.	Finalise Town Centre design. Progress procurement documentation, Traffic Regulation Order and award contract.
	Flourishing Molendinar Phase 2 & Phase 3.	Construct of Phase 2 infrastructure. Progression of Phase 3 design works. Subject to successful Active Travel InsrIF funding bids.
	Connecting Woodside.	Complete construction and undertake post construction monitoring.
	Anderston - York Street.	Design Complete. Progress Traffic Regulation Order Construction.
	Govan Minor Works.	Complete infrastructure interventions. Dropped kerbs, tactile paving and bollards at varying locations.
	Connecting Greater Govan Route 1 Phase 1a and Route 2.	Compile and deliver the public engagement report. Prepare bill of quantities, construction drawings, Traffic Regulation Order and procurement documentation for Route 1 Phase 1a. Progress design and consultation Route 2
	Connecting Battlefield Phase 2.	Progress construction of Letherby Triangle and

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
	Dumbreck Road. Saracen Street (minor works). Liveable Neighbourhoods Inner North/Inner South.	Connecting Battlefield Phase 2. Complete construction works. Undertake post construction monitoring. Progress design and construction of a programme of minor works (dropped kerbs, tactile paving). Undertake consultation and progress identified schemes to construction stage.
Continue to progress a range of active travel city network projects – each at varying stages (design, consultation and construction).	East City Way Phase 5. Connecting Yorkhill and Kelvingrove Phases 2, 3 and 4. Anderston Plaza/Argyle Street Connection. West Nile Street.	Progress traffic regulation order and procurement documentation. Undertake consultation and construction (subject to funding). Progress traffic regulation order and procurement documentation. Undertake consultation and construction (subject to funding). Phases 2 and 3. Phase 4 progress design drawings, undertake consultation, traffic surveys and modelling. Preparation of contract documents and procurement documentation for Anderston Plaza (subject to funding). Design and consultation on the connection between Anderston Plaza and Argyle Street. Progress design drawings, undertake consultation, traffic surveys and modelling (subject to funding).

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Support the development of business cases for the reopening of former rail stations or the establishment of new stations via the Clyde Metro project and engage with relevant authorities to advance this agenda.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue to support SPT and the Glasgow City Region (GCR) in development of proposals for the Clyde Metro.	CFI Stage 1 complete. CFI Stage 2 underway.	Project led by SPT. GCC to provide support where appropriate.
Ensure planning policy supports development in areas with good links to the public transport system and active travel routes.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan 2 Information Hub .	Undertake statutory consultation August to November 2026. Carry out post consultation modifications if required.
Take an equalities approach to transport infrastructure maintenance.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Identify potential schemes for 2026/2027.	1. Prioritise locations based on aged sites, sites without tactile paving / tactile cones. 2. Undertake designs.	1. Design schemes. 2. Complete estimates, programme works in accordance with capital budgets.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
	3. Programme works.	3. Monitor programme to ensure compliance.
Identify remainder schemes to be programmed over the next five years.	1. Prioritise locations based on aged sites, sites without tactile paving / tactile cones and locations near transport hubs or high footfall. 2. Undertake designs and obtain estimates.	1. Identify and design schemes. 2. Complete designs.
Continue to work with partners to improve bus journey times on strategic routes and identify new technology to enhance journeys and make improvements for both pedestrians and public transport.	1. Prioritise sites requested from bus operators. 2. Work with colleagues to identify key strategic corridors.	1. Undertake investigation works (technology / cabling at site). 2. Undertake feasibility studies & discuss with bus operators. 3. Undertake designs. 4. Programme and manage project on site.
Work with and lobby national and regional partners to support reform of regional transport governance, promote integrated multi-modal ticketing and continue to build the case for universal free public transport.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Awaiting re-commencement of the national review of transport governance by Transport Scotland.	Participate in Strathclyde Passenger Transport Regional Transport Strategy (SPT RTS) -related short life working group on transport governance.	Analysis and reporting on Free Public Transport pilot. Continued work with Glasgow City Region Bus Partnership (GCRBP) on integrated ticketing.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
	Participate in Glasgow Bus Partnership to advocate better ticketing solutions at Government, Regional and amongst operators. Plan and implement a free bus travel pilot project within 2026/27.	
Extend bus lanes and hours and consider options for remote enforcement.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Review of Bus Lane Times across Glasgow.	Complete report by end of Q4.	Complete an assessment of the existing bus lane times across Glasgow and explore opportunities where their times can be extended.
Pollokshaws Road Review and explore opportunities for enhanced bus priority measures to enable a 20% reduction in bus journey times.	Progress project subject to funding.	Complete Scheme to RIBA Stage 2 (Subject to funding).
Paisley Road West Sustainable Transport Review and explore opportunities for segregated cycle route and enhanced bus priority measures to enable a 20% reduction in bus journey times.	Progress project subject to funding.	Complete Scheme to RIBA Stage 2 (Subject to funding).
Hope Street - Delivery of the next stage of Hope Street Bus Corridor Enhancements.	Progress project subject to funding.	Implement Works March 2027 (subject to funding).

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Conversion to Virtual Loops on Paisley Road & Artificial Intelligence Bus Priority Pilot.	Progress project subject to funding.	Implement Works March 2027 (subject to funding).
Work with the bus sector to promote safety and improve reporting of harassment, and work on ways to enable remote enforcement so that cameras can be used on buses to identify illegal parking in bus lanes, on footways and on active travel routes.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
At this time, it is not possible to legally enforce parking infringements using camera technology. This would require a change to primary legislation. It is therefore recommended that GCC writes to the Scottish Government to seek powers to do so.	Continue to lobby the Scottish Government for changes to current Transport Legislation. This is an ongoing commitment until legislation is changed. Explore if cameras can be placed on buses to aide enforcement for moving bus lane offences for a future funding bid by Q4.	Continue to lobby the Scottish Government for changes to current Transport Legislation. Explore if cameras can be placed on buses to aide enforcement for moving bus lane offences.
Work with transport operators, SPT and other partners to promote safety and personal security, improve reporting of harassment and tackle crime and antisocial behaviour across the city transport network.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue to work with partners to promote safety and personal security across the transport networks.	Engage with Police Scotland Safer Communities and British Transport Police.	Continue to engage with Police Scotland; Safer Communities; British Transport Police and the Glasgow City Region Bus Partnership.
Work with the bus sector and partners, including SPT to explore ways to enable remote enforcement so that cameras can be used on buses to identify illegal parking in bus lanes, on footways and on active travel routes.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 1: Deliver sustainable transport and travel aligned with the city region		
Provide additional bus lane enforcement cameras.	Additional cameras installed (subject to funding).	Identify sites, prepare funding bid and assess sites. Install cameras with improved signing & lining.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Invest in more Council-owned renewable energy generation, including solar and wind energy, and support the development of green hydrogen		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Deliver Phase 2 of solar PV installations on the Council Estate.	Installation complete by November 2027.	Commence Procurement. Complete Procurement. Commence Installation. Complete Installation.
Investigate options for delivery of additional wind turbines on Cathkin Braes.	Feasibility complete by October 2027. Completion of implementation plan based on Business model and finance approach complete by November 2027	Review stage 1 Feasibility and Options Approval. Commence stage 2 feasibility. Develop business model and finance approach.
Support delivery of Community Renewable Energy Framework (CREF) and support for Renewable Energy on People Make Glasgow Communities (PMGC) transferred assets.	Planned activity complete by March 2027.	Develop capital grant funding application process for PMGC organisations. Provide support to applicants for funding. Continue to support Phase 1 CREF site applicants;

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
		Use VDL Fund money to support technical feasibility on Phase 1 sites. Develop Phase 2 CREF approach and site identification
Investigate options for solar PV installation on council landfill sites.	Planned activity complete by March 2027.	Review existing high level feasibility studies. Prepare scope for detailed feasibility and options appraisal. Commence procurement. Complete feasibility and options appraisal and develop recommendations for delivery.
Continue to improve the heat and energy efficiency of the council's property assets, ensuring high standards in new buildings and completing retrofit, where viable throughout the existing estate.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue to support delivery of the Model for Climate Investment.	Planned activity complete by November 2027.	Undertake stakeholder engagement. Complete Outline Business Case (OBC). Complete Final Business Case (FBC). Complete procurement of delivery vehicle (DV) partner.
Continue to develop the Building Assessment Reporting tool for GCC asset base.	Planned activity complete by December 2027.	Complete the creation of the Building Assessment Report (BAR) tool.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
		Complete BAR reports for prioritised assets within indicative heat network zones and submit to the Scottish Government. Develop a program for delivery of completed BAR reports across all applicable GCC assets.
Continue to support delivery of GCC and ALEO energy efficiency projects through the Carbon Management Plan (CMP) Working Group.	Planned activity complete by March 2027.	Onboard new energy efficiency projects and actions through the CMP process. Provide PMO and technical support to project owners through CMP working group. Quantify project emission savings through CMP and continue all relevant reporting.
Roll out training for councillors and key council staff in carbon literacy to support leadership in the transition to Net Zero.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Issue training module 3 on Circular Economy.	Planned activity complete by April 2027.	Finalise training module. Launch training module.
Develop training module 4.	Planned activity complete by March 2027.	Agree subject for training module 4. Create training module. Launch training module.
Deliver Glasgow's third Climate Week.	Planned activity complete by June 2027.	Finalise delivery scope for Glasgow Climate Week. Create live event website and calendar. Deliver a city wide calendar of events during Climate Week.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
		Support the delivery of the Green Dialogues with Sustainable Glasgow Partnership.
Work with partner organisations to ensure, where technically feasible and cost effective, to improve the energy efficiency across all housing tenures by 2033.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Deliver the Area Based Scheme (ABS) in line with the Scottish Government's criteria. The scheme requires a 'fabric first' approach and delivers mainly external wall insulation to owner occupied and private landlord properties in qualifying project areas. This allows householders to work towards achieving an EPC Band C. The scheme is limited to properties within the lowest 25% SIMD areas and Council Tax Band A-C in most instances.	Await Scottish Government confirmation of 2026/2027 ABS Grant Award. Report to relevant GCC committees on grant award and programme delivery. Complete tender process to appoint contractors to deliver the ABS programme. Maximise delivery of ABS programme of works by June 2027 (end of Scottish Government ABS Financial Year).	Following Scottish Government confirmation of 2026/2027 funding award, continue to deliver the installation of external wall insulation to properties identified as part of 2025/26 project areas to satisfy owner demand. Develop new project areas, complete tender process to appoint contractors and maximise the delivery of physical works to June 2027 (end of ABS programme financial year). Prepare and present reports to the City Administration Committee (grant award acceptance), Contracts and Property Committee (award of tenders) and the Economy, Housing, Transport and Regeneration City Policy Committee (programme delivery update). Prepare tender documentation for 2-3 new project areas. Anticipated award Q4 2027. Engage with households in project areas to increase participation in the programme in line with funding conditions.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
		Work in partnership with Home Energy Scotland and the Wise Group to promote projects to residents including the introductory Advice Service, post energy advice, liaison with the Contractor to ensure resident engagement is seamless.
Promote and secure investment for the establishment of district heating networks throughout the city and develop planning policy to promote district heating in new build developments.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan 2 Information Hub.	Undertake statutory consultation August to November 2026. Carry out post consultation modifications if required.
Deliver the Depot Review to ensure facilities are fit for purpose.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Progress the construction of the Material Recovery Facility (MRF) Building at Easter Queenslie Redevelopment.	May 2027	Complete the construction works on the MRF Building and hand over to Turmec Limited to commence the installation of the recycling equipment.
Deliver sustainable urban drainage and promote nature-based solutions to manage flooding and pollution.		

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Delivery of the Flood Risk Management capital programme including the award of works contracts and the development of projects to improve climate resilience.	March 2027.	Progression of the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP)+ City Deal programme (Eastern Springburn Surface Water Management Plan (SWMP) / High Knightswood SWMP / Cockenzie Street SWMP), culvert refurbishments (Camlachie Burn), flood mitigation (Pitmilley Road / Waldemar Road), raingardens (Wykeham Road / Ferry Road) and new conduits (City Centre).
Support development of Tidal Clyde Adaptation Strategy.	March 2027.	Engagement with Clyde Mission, continuation of multi-party Tidal Clyde Working Group and commission Tidal Clyde Phase 2 model.
Develop Property Flood Resilience pilot.	March 2027.	Complete review of options, obtain Committee approval and launch pilot.
Via planning policy, require all new development/infrastructure to deliver flood risk net gain.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - <u>City</u>	Undertake statutory consultation August to November 2026. Carry out post consultation modifications if required.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
	<u>Development Plan 2</u> <u>Information Hub.</u>	
Review planning and housing policy to improve energy efficiency standards, including through the building of Net zero/ Passive house standard development, and increase the development of large family housing/accessible housing.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue to liaise with Registered Social Landlords (RSLs) to ensure that, where the site is suitable, proposed projects maximise the number of larger family and accessible homes included in each development.	Strategic Development Funding Plans (submitted by developing RSLs at the start of each financial year) reviewed to ensure that the proposed property types indicated across the programme align with the priorities identified through the Local Housing Strategy and the Strategic Housing Investment Plan by Q1 2026/27. Acknowledgement of the amount and receipt of the 26 /27 grant allocation from the Scottish Government will enable the scope and scale of the Affordable Housing Supply programme to be developed and finalised. This will also include finalising the number of larger family and accessible homes that can be funded within the programme.	Grant funding will be prioritised to support those developments that propose to deliver the highest numbers of Larger Family Homes, accessible housing and other key strategic objectives. Progress is reviewed on a monthly basis with regular ongoing liaison with developing RSLs.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Increase the number of designated Local Nature Reserves in the city in collaboration with communities and support the development of a green network of areas managed for biodiversity across the city.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Conclude Management Plans for 2 locations and work with The Conservation Volunteers to deliver habitat and access works. Continue work with The Conservation Volunteers to deliver habitat and access works during 2026/27.	Preparation of Management Plans by Q4 2027. Designation of Local Nature Reserves by Q4 2027.	Prepare Management Plans. Designation of Local Nature Reserves.
Deliver the Local Biodiversity Action Plan, increasing planting of wildflowers and supporting nature restoration and regeneration.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue to deliver the Local Biodiversity Action Plan (LBAP), increasing planting of wildflowers and supporting nature restoration and regeneration across our parks and openspace estate via our Green Connectors Project.	Report presented to Net Zero committee. The implementation plan will be complete by 2029.	Deliver Actions from the Implementation Plan, developed with LBAP partners. Prepare report for Net Zero Committee.
Identify opportunities to train staff, volunteer groups and interested stakeholders in nature-based activities to enhance and protect our environment.	Work with community groups, volunteer programme and internal and external resources to promote activities relating to biodiversity enhancement. An annual programme of activity to support this is agreed with The Conservation	Develop activities. Promote across networks.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
	Volunteers (TCV) by Summer 2026.	
The Tree Action Plan will also complement and contribute to the LBAP.	Work with community groups, volunteer programme and internal and external resources to plant trees across Q3 & Q4 2026/27.	Site assessments. Community Engagement. Works and Budgetary Planning. Tree Planting.
Increase biodiversity within parks and council-maintained green and open spaces, supporting wilding where appropriate and identifying opportunities for promoting nature-based activities, and train more staff in biodiversity protection.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Implement the actions of the Seven Lochs and North East Glasgow Water Vole Conservation Action Plan 2022-2026.	Actions concluded from the 2022-2026 Action Plan. Opportunities considered on updating the Action Plan for 2027 onwards.	Monitor current locations. Assess areas of potential host sites. Liaise with Planning colleagues in relation to Community Growth Areas. Review status of actions to date.
Ensure planning policy meets the challenge of the climate emergency and supports nature promotion and biodiversity through interventions such as bee bricks, swift bricks, green roofs and roof gardens, encouraging hedgerows.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult.	Undertake statutory consultation August to November 2026. Carry out post-consultation modifications if required.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
	Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan 2 Information Hub .	
Embed the principles of the Climate Adaptation Plan via planning policy, such as by limiting the paving-over of gardens and installation of artificial grass.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan 2 Information Hub.	Undertake statutory consultation August to November 2026. Carry out post-consultation modifications if required.
Develop planning policy to address embedded carbon in buildings and seek ways to improve the viability of reuse and retrofit options, so there is reduced need for demolitions.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting.	Undertake statutory consultation August to November 2026.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
	Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan 2 Information Hub.	Carry out post-consultation modifications if required.
Continue work to reduce Vacant and Derelict Land, prioritising brownfield sites for development and ensuring adequate protection for Green Belt and designated Open Space.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Carry out Scottish Vacant and Derelict Land (V&DL) Survey 2026.	Submit to the Scottish Government by published deadline (TBC - expected October 2026).	Site surveys in summer 2026. Submission of the Scottish Vacant & Derelict Land Survey (SVDLS) by the deadline.
Monitor and Report Vacant and Derelict Land Fund (VDLF) projects, including impact on the amount of registered V&DL.	Measure impact at March 2027.	Measure project progress based on updates from project partners. Update V&DL register following submission to the Scottish Government, including sites which were removed as a result of VDLF. Regular updates will be sent to Finance and Audit Scrutiny Committee.
Monitor and Report Vacant and Derelict Land Investment Programme	Measure impact at March 2027.	Contact project partners for updated Monitoring Reports and progress on site & issue these to the Scottish Government.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
(VDLIP) projects, including impact on the amount of registered V&DL.		Regular updates will be sent to Finance and Audit Scrutiny Committee.
Deliver on projects from 2026/27 VDLF Delivery Plan following approval by the Scottish Government.	Scottish Government Approval – May 2026. City Administration Committee approval – June 2026. Monitor project delivery - March 2027.	Project monitoring, negotiate funding agreements, receive and pay out on eligible claims for projects within 25/26 Delivery Plan.
Monitor impact of Affordable Housing Supply Programme on amount of V&DL in the city.	Via Scottish Vacant and Derelict Land Survey, deadline as above.	Via Scottish Vacant and Derelict Land Survey, as above.
Support the Glasgow National Park City campaign and support local environmental groups and conservation projects to provide nature-based volunteering opportunities.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue to assist with the National Park City (NPC) campaign, providing facilities and staff time where appropriate.	NPC partners are supported with any submission of their full application they may wish to make.	Liaise with National Park City Volunteers.
Develop and review planning policy to deal with development models such as co-living, Build to Rent and purpose-built student accommodations in order to address addresses issues of affordability and access to home ownership with a view to ensuring standards and supporting the maintenance of balanced communities with a variety of tenures.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting.	Undertake statutory consultation August to November 2026. Carry out post-consultation modifications if required.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
	Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan 2 Information Hub.	
Implement heritage training for members of the Planning Committee.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Heritage training materials to be finalised and delivered in partnership with Historic Environment Scotland and other partners.	Training implementation to be completed by March 2027.	Training materials to be prepared. Training plan to be finalised. Training to be delivered
Develop planning policy around amenity and play spaces in residential developments.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme	Undertake statutory consultation August to November 2026. Carry out post-consultation modifications if required.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
	published at - City Development Plan 2 Information Hub .	
Develop an investment strategy to support the council's built heritage.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Assess all heritage properties.	All heritage property's assessed by the end of June 2027.	Finalise assessing all heritage property's using the adopted assessment tool
Identify investment priorities using data from the assessment tool and hierarchy for investment from the Property Asset Management Plan.	March 2028.	Identify investment priorities using data from the assessment tool and hierarchy for investment from the Property Asset Management Plan.
Continue support for Glasgow City Heritage Trust and Glasgow Buildings Preservation Trust.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Confirmation of funding and its scope for Glasgow City Heritage Trust/ Glasgow Buildings Preservation Trust from GCC.	Confirmation of funding and committee approval of grant agreements.	Additional partnership works to support built heritage and conservation areas in the city.
Update our Heritage Assets Plan and identify opportunity to extend conservation areas		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Create property list for assessment across operational and non-operational properties.	List in place by April 2027.	Cross reference data across master property list and other sources to arrive at a definitive list.
Review progress on actions within the Heritage Asset Plan.	Review of actions by June 2027.	Follow up on all actions within the action plan.
Deliver place-based interventions and key local regeneration projects.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Strategic Development Framework (SDF) and Local Development Framework (LDF) Action Programmes	Update report to Economy, Housing, Transport and	Delivery of actions from tracker.

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
- Scope and deliver place-based activities and align with new City Development Plan.	Regeneration Committee post recess 2026.	
Local Place Plan - Validation of submitted Local Place Plans. Support alignment with new City Development Plan and scope delivery of projects.	Validation and host on GCC website. Update report to Economy Housing Transport Regeneration Committee 2026.	Validation and host on GCC website.
Govan Heritage Project Delivery - Area-based heritage scheme focused on repair and reuse of listed buildings.	Update report to City Administration Committee for approval of external funding and proposed grant programme. Complete permission to start process with external funders.	Complete Permission to Start process with funders. Recruit heritage project officer. Procure consultant to deliver Heritage Activity & Skills programme. Initiate phase 1 of Third Party Grant scheme.
Graving Docks - secure additional funding and support the Community Trust to realise future aspirations for the site.	Update report to Economy, Housing, Transport and Regeneration Committee in 2026.	Respond to Regeneration Capital Grants Fund (RCGF) application, progress application for Active Travel Funding, positioning the site for future investment through Clyde Mission Strategic Masterplan
Introduce an updated herbicide policy to continue to reduce our reliance on chemical weed killers.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Introduce an updated herbicide policy to continue to reduce our reliance on chemical weed killers.	Updated Herbicide Policy is presented to Committee by Summer 2026.	Prepare committee report and include updated Herbicide Policy.
Develop a tree nursery so we can nurture the saplings, of local provenance, which we would then plant across the city and supply to the wider Glasgow Conurbation while also providing training and employment opportunities via a social enterprise.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27

GRAND CHALLENGE 3: Fight the climate emergency in a just transition to a net zero Glasgow		
MISSION 2: Become a net zero carbon city by 2030.		
Develop a tree nursery so we can nurture the saplings of local provenance.	Third party in place to lead on initiative from April 2026.	Support third party to develop operational funding bids in support of final fit out and initial operational costs.
Deliver increased tree planting across the city as part of a comprehensive Tree Plan for Glasgow, including measures to support replacement when trees are lost to damage or removal, and responding to Ash Dieback disease, and develop a Forestry and Woodland Strategy for the city.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Respond to ash dieback removals through the delivery of the Glasgow Tree Plan 22-32.	For every ash dieback tree removed ensure a Ratio of 3 trees is planted for each tree lost by March 2027.	Tree replacements will be included within the Tree Action Plan.
Plant woodlands (or allow woodland to develop through management) across our operational estate as identified in the Glasgow Tree Plan for 2026/27 actions.	Feasibility and procurement activity to be carried out to deliver tree planting via contractors, community activity and internal services during tree planting season by March 2027.	Deliver Winter tree planting schedule.
Deliver on year 2 of the Urban Forestry Challenge Fund within Canopy Priority Areas - Govan & Dalmarnock.	Areas for planting assessed, local stakeholders engaged with, tree planting delivered via contractors, community activity and internal services during tree planting season by March 2027.	Conclude stakeholder engagement. Finalise delivery routes. Deliver Winter tree planting schedule for Year 2

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities
MISSION 1: Create safe, clean and thriving neighbourhoods
Deliver a new City Development Plan with attention to sustainability, inclusivity, accessibility, biodiversity, and climate resilience.

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan 2 Information Hub.	Undertake statutory consultation August to November 2026. Carry out post-consultation modifications if required.
Develop, secure funding for and implement local infrastructure changes in line with a Liveable Neighbourhoods approach for every single community by 2030 so that our local streets are safe and pleasant for everyone to walk, wheel, cycle, play and spend time in.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Progress Local Neighbourhood projects via the amended Connecting Glasgow programme of works.	Progress projects (Anderston, Leatherby Triangle, Possil, etc) and seek alternative funding sources to progress other Liveable Neighbourhood projects.	Award construction contracts for Leatherby Triangle and Possil projects. Continue design of other projects and, where possible, explore other funding sources.
Deliver the Resource and Recycling Strategy to support Glasgow's waste management and efforts to become a zero-waste city.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
Implement twin stream recycling for flatted properties (South West of city) - bin hubs and communal bins.	March 2027.	Provision of new bins, bin hub infrastructure, communication campaign and collection service to the next geographical area.
Deliver the Food Growing Strategy and increase the number of allotments and community growing spaces across the city.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Develop Rodney Street extension and lease to local stakeholder.	People make Glasgow Communities (PMGC) lease secured, infrastructure works developed, tendered and site works implemented and occupied by March 2026.	Site leased.
Create an additional 10 plots at Westthorn allotments.	Additional 10 plots at Westthorn allotments developed and operational by March 2027.	Prepare tender documents and appoint contractor.
Create an additional 10 plots at Hamiltonhill allotments.	Additional 10 plots at Hamiltonhill allotments developed and operational by March 2027.	Conclude engagement with Association, prepare tender documents and appoint contractor.
Carry out an initial feasibility assessment and develop a funding approach for any sites made available for Food Growing as part of City Development Plan 2.	Sites identified, initial feasibility assessment and funding approach developed by March 2027.	Identify sites and develop initial feasibility assessment and funding approach.
Let's Grow Together Fund created with £50,000 grant funding distributed to local groups.	Let's Grow Together Fund reissued by May 2026.	Publicise funding opportunity, evaluate submissions, issue funding to successful applicants and evaluate programme.

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
		Evaluation forms to be submitted as part of the funding grant allocation.
Roll out infrastructure management systems in neighbourhood services to better manage tasks and integrate back-office systems with public customer reporting of service requests.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue implementing the operational scheduling and management system across all Streetscene services.	Implemented across scheduled service areas.	Continue to Implement across Streetscene teams and scheduled work areas: ➤ Neighbourhood Cleansing activities ➤ Mechanical Sweeping ➤ Manual Sweeping ➤ Bin Washing ➤ Hot Spots ➤ Leaf Clearing
Identify and introduce new infrastructure to improve domestic refuse collection and recycling in high density areas, and review city centre recycling and waste infrastructure in line with anticipated increases in city centre residential population.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Implement twin stream recycling service (bin hubs and communal bins) for flats.	Roll out of the service - next area being determined and expected to be completed by March 2027.	Introduce twin stream recycling for flats in further wards of the city.
Invest in frontline waste and recycling workers and in training for our cleansing workforce.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Provision of formal training for front line staff, including collection crews, supervisors and assistants.	March 2027.	Second tranche of front line staff provided with the opportunity to participate in a Scottish Vocational Qualification - Certificate in Sustainable Resource Management. Develop WAMITAB training for operational staff working in transfer stations/recycling centres/MRF.

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
		Engage with frontline staff on the provision of the twin stream recycling service for flats. Re-engagement with frontline staff on application of the contamination policy.
Work with communities and frontline workers to design improvements to services via the delivery of Waste Summits.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Engage with local stakeholders at a number of local events to support the transformation of the waste programme, including roll out of twin stream recycling for flats to improve recycling rates.	Introduction of twin stream to the next geographical area of the city - March 2027.	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.
Invest in waste processing facilities to support the uplift and recycling of a wider range of plastics.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Development of Queenslie Waste Management Facility, including new Household Waste Recycling Centre, Material Recovery Facility (MRF) and transfer station.	End of December 2027	Opening of Household Waste Recycling Centre. Completion of transfer station and MRF building. Installation of MRF Equipment (due for completion beyond timescale of the milestone).
Improve access to recycling for tenements and flats, working towards parity of waste collection streams across all residential properties; review communal and public recycling points; and work across the Council to address back court waste issues in tenemental properties including Houses in Multiple Occupation (HMO).		
Actions 26/27	Milestones 26/27	Planned Activity 26/27

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
Recycling communications to support waste & recycling projects.	Next area of the city being determined and expected to be completed by March 2027.	Deliver communication to residents in flats provided with the twin stream recycling service. Develop and implement communication campaign to residents in kerbside properties (houses).
Engagement with housing associations and registered social landlords to support the communications to their tenants on new twin stream recycling service.	Next area of the city being determined and expected to be completed by March 2027.	Liaise with housing officers and managers at housing associations to support the introduction of twin stream recycling for flats.
Introduction of twin stream recycling for flats.	Next area of the city being determined and expected to be completed by March 2027.	Provide new bin infrastructure and where applicable, bin hubs, to introduce twin stream recycling.
Review the provision of glass collection points across the city - predominantly located in areas of high density housing.	March 2027.	Assess expansion of capacity for glass public collection points, renew livery on bins, cleaning regime, and trial glass collection point within a bin hub.
Deliver household communications and information on waste and recycling and explore how to provide information in community languages.		
Actions 25/2.	Milestones 26/27	Planned Activity 26/27
Delivery of communication to residents in flatted properties to be provided with the new twin stream service.	Next area of the city being determined and expected to be completed by March 2027.	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. Hold community events prior to twin stream service introduction.
Follow-up engagement with residents in kerbside properties reminding on the	March 2027.	Development and delivery of communication campaign to improve and maintain quality of materials captured within the recycling bins.

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
materials targeted for collection within each recycling bin.		
Deliver follow-up communications on the correct disposal routes for batteries and vapes.	March 2027.	Installation of banners on council refuse collection vehicles.
Renew and upgrade street lighting across Glasgow including greater use of LED lighting and strive for faster repair of faults.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
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	Award and commence the £14m network renewal contract site works programmed to commence in 26/27. Continue to replace the poorest condition lighting columns. Continue with the retrofit LED conversion programme.
Work to deliver our commitment to sensitive lighting solutions in parks and open spaces, to ensure they are safe and accessible all-year round.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue to deliver lighting solutions in Parks, where funding is approved.	Update to Environment and Liveable Neighbourhoods Committee as required and to Area Partnerships where funded via Neighbourhood Infrastructure Improvement Fund (NIIF).	Manage NIIF requests as submitted, incorporate and link directly to Play Area Renewal programme where applicable. Implement approved solutions.
Complete the refurbishment of George Square, with public engagement embedded at every stage of the design process, to provide an enhanced “living room” for the city.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
Complete section 1 (George square).	Section 1 complete by October 2026.	Complete section 1.
Complete section 2. ➤ North Hanover Street (George Square to Cathedral Street) ➤ George Street (George Square at North Frederick Street to Montrose Street) ➤ Cochrane Street (Montrose Street to George Square at South Frederick Street)	Section 2 complete by the end of 2027.	Complete section 2.
In line with the Place Commission Support working with community organisations, through the People Make Glasgow Communities process, to transfer land for growing and other community use.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Manage the People Make Glasgow Communities (PMGC) process, supporting applicants to take on the active management of Council owned assets.	All live PMGC applicants are supported, currently 106, to support their aspirations to take a more active role in managing and operating Council owned assets.	Regular quarterly reviews of the process to streamline where possible. Progress project when ready through the PMGC assessment process and to Contracts and Property Committee. Complete annual review of projects in long lease.
Work in partnership with grassroots cultural venues to ensure planning proposals do not pose a risk to their operation.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Consider implementation of constraints map in relation to key cultural venues.	Potential implementation of "constraints" in IDOX Uniform for Development Management.	Analysis of cultural venues mapping layer in Development Plan 2 evidence report.
Increase our focus on digital masterplanning, to ensure that access to digital connectivity is considered and advanced throughout the planning process.		

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Prepare proposed City Development Plan 2 aligning with other Council strategies and policies.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan 2 Information Hub.	Undertake statutory consultation August to November 2026. Carry out post-consultation modifications if required.
Deliver around 6,500 new affordable homes for the city meeting the needs of social housing, accessibility and sustainability needs, and the needs of people including larger and multi-generational households.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue regular liaison with Registered Social Landlords (RSLs) to increase the supply of affordable housing through the delivery of the Affordable Housing Supply Programme (AHSP). This will result in the development of highly energy efficient and sustainable new build properties which will include wheelchair adaptable, large (3 bed)	The Scottish Government grant being made available for the 2026 / 27 AHSP programme is the subject of a report to City Administration Committee in August 2026. The programme will be developed to maximise the number of new project approvals, to support new site	The AHSP will be continuously reviewed and refined during 2026 / 27 to ensure that key targets are met and to further ensure that alignment with Glasgow's housing strategy is maintained. Programme targets will be set out in a report to the City Administration Committee (the report will also request acceptance of the Scottish Government Offer of Grant after this has been received).

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
and larger family (4+ bed) homes. Alongside the delivery of the new build properties, further properties are obtained through a strategic acquisitions programme, targeting properties that will increase the supply of large and larger family homes. Targets for the overall numbers of new homes (as well as specific targets for wheelchair adaptable and larger family properties) will be finalised during Q1 of 2026, after consultation with the Scottish Government.	starts and to fund the completion of previously funded projects. Performance milestones are monitored on a monthly / quarterly basis to ensure that key performance indicators are being met. The overall outturn for the programme will be reported at the end of March 2027.	
Expand our Empty Homes work, including seeking to make greater use of compulsory purchase orders. including supporting the acquisition of tenements by Registered Social Landlords (RSL), improving the performance of factors and enabling whole-block retrofits.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Present an update report on the Empty Homes Action Plan to Economy Housing Transport and Regeneration committee in 2026.	Deliver a Compulsory Purchase Order pilot in partnership with a third party to bring a long term empty home back into use. Ensure a site start for the City Centre repurposing pilot is achieved by Q4 26/27 and	Promote the Compulsory Purchase Order pilot to Scottish Ministers for confirmation and market the development opportunity to third parties to bring the property back into use. Continue to promote the use of Grants for Empty Homes. Continue to extend the use of Compulsory Purchase

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
	continue to identify further projects.	Order powers to bring back more long-term empty homes back into use.
Agree an acquisitions programme for 26/27.	Agree programme, including level of funding and funding % for each strategic priority.	Continue to meet with Registered Social Landlords and HSCP partners regularly to ensure that we are prioritising the targeting of properties and achieving the best outcomes.
Develop an Affordable Housing Policy for the city to require a proportion of affordable housing in new developments, prioritise public land for affordable housing and increase affordable housing in higher land-value areas such as the city centre.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Set out Glasgow's proposed Housing Policy and Developer Contributions Policy in the City Development Plan 2 (CDP2) Proposed Plan.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - City Development Plan 2 Information Hub.	Undertake statutory consultation August to November 2026 Carry out post-consultation modifications if required.
Identify opportunities for new affordable housing using accelerated land release through Glasgow's Strategic Housing Investment Plan (SHIP).	SHIP 2027-32 produced for City Administration Committee approval and include update on pipeline of land opportunities.	Continue to investigate Council owned sites that could be developed for new affordable housing (ongoing - Q4 2026/27). Prioritise sites for accelerated land release via Glasgow's SHIP 2027-32 (Q3 2026/276).

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
Make use of new and existing powers to ensure high quality protections and rights for tenants in the Private Rented Sector.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Work closely with Environmental Health re- damp and mould issues in line with the introduction of new regulations which are due to come into force on 6th October 2026.	Number of inspections carried out and interventions monitored via KPI's where action is required.	Increase the number of property inspections to ensure that all properties meet the required standards and use appropriate powers where required.
Raise tenants' awareness of Damp/Mould issues and ensure that all landlords are aware of their responsibilities.	Target information to client groups pre October. Review outcomes at the end of March 2027.	Raise awareness among tenants through media campaign to alert them on the new regulations and encourage them to report incidents of damp/mould.
Strengthen enforcement action against landlords who rent out substandard or overcrowded accommodation or refuse to carry out repairs, including via the use of Enhanced Enforcement Areas.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Engage with private landlords and regularly update through issue of newsletter etc.	Newsletters issued on a regular basis.	Continue to make use of Prescribed Information Powers. Arrange for further training sessions through Under One Roof.
Report poor performing landlords to Licensing and Regulatory committee and serve Rent Penalty Notices/Rent Suspension Orders where appropriate.	Monitor number of properties which fail to meet Tolerable standard/Repairing Standard and measure timescales for landlords' compliance and any resultant action taken.	Take action and make full use of existing enforcement powers.
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.		

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 1: Create safe, clean and thriving neighbourhoods		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Continue to work closely with the Scottish Government in the design and implementation of rent controls.	Attend stakeholder meetings (dates to be confirmed throughout period). Review draft rent control guidance (dates to be confirmed, subject to Scottish Government action).	Participate in the Scottish Government/Local Authority stakeholder group. Engage with Scottish Government on design of systems and guidance, including reviewing guidance via the Co-Authoring Work Group. Design an implementation approach to statutory obligations within the Housing (Scotland) Act 2025, subject to commencement of regulations.

GRAND CHALLENGE 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities		
MISSION 2: Run an open, well-governed council in partnership with all our communities		
Review the Violence Against Women's Partnership, including sector funding and communications strategy, and support actions to effectively prevent and respond to violence.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Strengthen and deliver communication and visibility, through consistent internal and external messaging, via campaigns, newsletters, social media, and staff briefings.	Workshops: ➤ Stalking Awareness completed April 2026. ➤ Adult Web sites completed April 2026. ➤ Violence Against Women and Girls (VAW&G) Women Subject to Immigration Barriers - Build on line presence and visibility by March 2027.	Build on Let's Talk About... workshops across all forms of VAW&G. Build online presence and visibility of Glasgow Violence Against Women Partnership (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.

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		
		Promote and make visible key themes and trends in VAW&G.
Convene a multi-agency Prevention Working Group to lead on prevention activity across the city.	Round table event with Stakeholders, creation of prevention action plan. Activities to be facilitated in Schools, Youth provision, Tertiary Education completed May / June 2026.	Activity will include: ➤ Education and schools based programmes ➤ Public campaigns and communications ➤ Challenging gender stereotypes and inequality ➤ Engaging men and boys in prevention ➤ Workplace culture change ➤ Community capacity building and empowerment
Integrate GVAWP city wide multi agency strategy to prevent and eradicate VAW&G within existing and developing key Glasgow city strategies.	Make visible the relevance of the harms caused by VAW&G within key city wide strategies by March 2027.	Represent growing normalizing of VAWG to Public Protection. Chair and facilitate Women Alcohol Drug Partnership Group. Embed wider women's safety and wellbeing as core workstream of Feminist Urbanism. Demonstrate links with VAW and Child Poverty, GCF.
Integration of the Women's Safety Strategy as a Core Workstream of Feminist Urbanism.	Women's safety is embedded across planning, design, governance and procurement, initiated by September / October 2026.	Gender disaggregated baseline data. Audits of governance. Case studies of feminist urbanism and women's safety. Engagement targeting underrepresented groups.

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		
Seek local community and marginalised groups input on where Space Safety Audits could be undertaken to identify where spaces could be better lit, redesigned or busier to make them feel safer.		
Actions 26/27	Milestones 26/27	Planned Activity 26/27
Seek input via City Development Plan 2 consultation process and through Local Place Plans.	Report to Economy, Housing, Transport & Regeneration City Policy Committee for noting. Report to City Administration Committee 2026 for approval and authority to consult. Proposed Plan timescales as set out in the approved Development Plan Scheme published at - <u>City Development Plan 2 Information Hub</u>.	Undertake statutory consultation August to November 2026 Carry out post-consultation modifications if required.
Commission Feminist City Strategy and Feminist Planning Toolkit.	Report on progress to Economy, Housing, Transport and Regeneration committee in 2026.	Continuation of the cross party working group. Preparation of toolkit. Monitoring of spend of Feminist Urbanism Fund.

APPENDIX 3: SERVICE BUDGET CHANGE SUMMARY 2026 – 27

Ref	Title of Budget Change	Reason for Change	Council Strategic Plan Theme	Amount Submitted
		(all that apply) (Investment, Income, Maximisation, Renewal Activity, Resource Redirection)		26/27
				£'000
	Revenue Investment			
26NR24	Freeze Parking Tariffs (Inner)	Revenue Investment		1,120
26NR24	Freeze Parking Tariffs (outer)	Revenue Investment		3,500
26NR24	Freeze Parking Tariffs Business permits	Revenue Investment		280
26NR20	Increase Gully Cleaning	Revenue Investment		1,400
26NR52	Energy Management	Revenue Investment		120
26NR49	Whitehill Pool Business Case Development	Revenue Investment		50
26NR51	School Playground Amenity	Revenue Investment		350
26NR19	Create 6 More Neighbourhood Clean Teams	Revenue Investment		715
26NR48	Increase Project Capacity Fund	Revenue Investment		300
26NR25	Recovery of statutory buildings	Revenue Investment		100
26NR50	Rent Control Zones	Revenue Investment		100
26NR27	Support for Tenement Retrofit	Revenue Investment		1,000
26NR23	City Centre Improvements	Revenue Investment		500
Total	Revenue Investments	Revenue Investment		9,535

**Revenue Savings -Technical Saving
Approved 2024/25**

24NR45	Enhance Parking Management Measures	Technical Saving	3,258
24NR45	Enhance Parking Management Measures	Technical Saving	-695
24NR32	Standardisation of Chargeable Hours Across Parking Zones	Technical Saving	686
24NR33	Income Generation - Increase of On-Street Pay and Display Charges (Inner)	Technical Saving	560
24NR34	Income Generation - Increase of On-Street Pay and Display Charges (Outer)	Technical Saving	1,750
24NR36	Increase of Business Parking Permits	Technical Saving	140
24NR64	New Controlled Parking Zones	Technical Saving	408
24NR46	LED Conversion	Technical Saving	4,125
24NR80	Community Safety Service Reform	Technical Saving	150
24NR24	Allotment Cost Savings	Technical Saving	18
24NR61	Review of Cleansing Services Resources	Technical Saving	200
24NR40	Streamline Management Structure	Technical Saving	475
24NR37	Early closure of Blochairn	Technical Saving	600
Total	Revenue Savings -Technical Saving Approved 2024/25	Technical Saving	<u>11,675</u>

2026/27 Approved Savings

26GF34G	Street Café Permits	Revenue Savings New	236
26GF34G	Street Café Permits	Revenue Savings New	-57
26GF34A	Traffcom Bagging & switch offs	Revenue Savings New	36
26GF34D	Parking Access Lines	Revenue Savings New	17
26GF34B	Waste disposal & recycling -commercial traders	Revenue Savings New	62
26GF47	Bereavement Services non residential charging	Revenue Savings New	150

26GF48	Bereavement Services review book of charges	Revenue Savings New	375
	Revenue Savings - 2026/27 Approved Savings		
Total		Revenue Savings New	819
Total	Revenue Savings		12,494
	Total Net Revenue Change		-14,634

CAPITAL INVESTMENT

Division	Investment £	Strategic Plan Theme
Environmental Protection	6,954,989	Fight the climate emergency in a just transition to a net zero Glasgow
Parks & Open Spaces	16,209,526	Enable staff to deliver essential services in a sustainable, innovative and efficient way for communities
Roads and Transport	162,751,833	Fight the climate emergency in a just transition to a net zero Glasgow
NRS Regeneration	87,513,319	Enable staff to deliver essential services in a sustainable, innovative and efficient way for communities
NRS Property & Land Services	139,601,444	Enable staff to deliver essential services in a sustainable, innovative and efficient way for communities
NRS City Deal	83,573,722	Enable staff to deliver essential services in a sustainable, innovative and efficient way for communities

APPENDIX 4: COMMUNICATION AND ENGAGEMENT

Please email the address below for any queries you may have in relation to NRS's Annual Business Plan 2026/27:

NRSCommunications@glasgow.gov.uk

2 Policy and Resource Implications

Resource Implications:

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

Legal: None

Personnel: None

Procurement: None

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

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

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2025-29? Please specify. Yes, several activities support GCC Equality Outcomes, NRS supports or leads on: `

- Outcome 2
- Outcome 3
- Outcome 4
- Outcome 5

What are the potential equality impacts as a result of this report? Where individual options summarised in the ABP have service change implications they will require to carry out an EQIA.

Please highlight if the policy/proposal will help address socio economic disadvantage. No direct socio-economic impact.

Climate Impacts :

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

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

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

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

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

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

Common Good: Privacy and Data Protection impacts:

No

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

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

3 Recommendations

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