



Glasgow City Council

Operational Performance and Delivery
Scrutiny Committee

Report by Executive Director of Neighbourhoods,
Regeneration and Sustainability

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Item 1

12th January 2022

A SUSTAINABLE LOW CARBON CITY THEMATIC REPORT

Purpose of Report:

This report presents the thematic report for the Strategic Plan theme 'A Sustainable Low Carbon City' and an operational update for Neighbourhoods, Regeneration and Sustainability Services.

Recommendations:

The Operational Performance and Delivery Scrutiny Committee is asked to:

- Note the performance of the Strategic Priorities at Q2 (April-September) 21/22.
- Note the performance of the Service Priorities at Q2 (April-September) 21/22.
- Note the operational performance of Neighbourhoods, Regeneration and Sustainability Services at Q2 (April-September) 21/22.
- Note the Response to COVID 19 Recovery.

Ward No(s):

Citywide:

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

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1. Background

1.1 Strategic Plan thematic Lead Officers are required to provide an overview of the progress made in advancing theme priorities as part of the Council's performance reporting framework.

2. A Sustainable Low Carbon City

2.1 A Sustainable Low Carbon City delivers a cleaner, safer and better Glasgow.

2.2 The Executive Director of Neighbourhoods, Regeneration and Sustainability is the Lead Officer for delivery of the Sustainable Low Carbon City theme and responsible for providing an overview of progress.

2.3 This report provides:

- An overview of progress made during 2021/22 to deliver A Sustainable Low Carbon City.
- An overview of the key achievements, challenges and areas for continuous improvement for Neighbourhoods, Regeneration and Sustainability Services, including progress of service specific priorities detailed in the Annual Service Plan and Improvement Report.
- Overview of the benchmarking indicators and service specific operational performance indicators.
- An overview of the Neighbourhoods, Regeneration and Sustainability's response to COVID 19 and Recovery.

3. Policy and Resource Implications

Resource Implications:

Financial: The plan will be implemented within existing resources.

Legal: None.

Personnel: None.

Procurement: None.

Council Strategic Plan: This report provides an update on the performance of the Council Strategic Plan theme of A Sustainable Low Carbon City, Priorities 53-72. Neighbourhoods, Regeneration and Sustainability operational performance also supports the following themes: Resilient and Empowered Neighbourhoods; a Vibrant City; and a Well Governed City That Listens and Responds.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22

Yes, it supports the following outcomes:

9 – Barriers to participation in arts, learning, physical activity, learning and culture have been reduced for people with people with protected characteristics.

10 – People with protected characteristics are more regularly and systematically involved in service delivery design by the Council Family.

13 – Survivors or, and those at risk of, gender-based violence or other targeted abuse are well supported.

14 – LGBT, disabled, religious, faith and black and minority ethnic people have increased confidence to report hate crime.

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

It is anticipated that the actions outlined in the strategic plan will have a positive impact on protected characteristics.

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

A number of activities detailed in this report are designed to support those most socio-economically disadvantaged. Social justice is at the heart of a sustainable and low carbon Glasgow.

Sustainability Impacts:

Environmental:

The activities outlined in the report will contribute towards delivering a sustainable low carbon city and therefore have a variety of positive environmental impacts.

Social, including opportunities under Article 20 of the European Public Procurement Directive:

Many of the activities will have a positive social impact, for example, through creating more sustainable, integrated transport networks across the city and less congestion; giving all children better access to outdoor play by upgrading school playgrounds and play areas; and promoting and enhancing our city's natural resources including nature reserves and public parks.

Economic:

Many of the activities will have a positive impact on the local economy, for example, creating more sustainable, integrated transport networks will provide positive economic benefits to citizens and businesses.

Privacy and Data None.
Protection impacts:

4. Recommendations

4.1 The Operational Performance and Delivery Scrutiny Committee is asked to:

- Note the performance of the Strategic Priorities at Q2 (April-September) 21/22.
- Note the performance of the Service Priorities at Q2 (April-September) 21/22.
- Note the operational performance of Neighbourhoods, Regeneration and Sustainability Services at Q2 (April-September) 21/22.
- Note the Response to COVID 19 Recovery.

A Sustainable and Low Carbon City

Thematic Report to Operational Performance and Scrutiny Committee

1. Background and Purpose

- 1.1 As the lead officer with responsibility for delivery of the Council Strategic Plan Theme of 'A Sustainable Low Carbon City', the Executive Director of Neighbourhoods, Regeneration and Sustainability is required to provide an overview of progress made during the year.
- 1.2 The purpose of this report is therefore to provide:
- An overview of progress made during 2021/22 to deliver A Sustainable Low Carbon City.
 - An overview of the key achievements and areas for improvement for Neighbourhoods, Regeneration and Sustainability Services including progress of service specific priorities detailed in the Annual Service Plan and Improvement Report.
 - Overview of the service specific operational performance indicators and the Local Government Benchmarking Framework benchmarking indicators.
 - An overview of the Neighbourhoods, Regeneration and Sustainability's response to COVID 19 Recovery.

2. A Sustainable Low Carbon City

- 2.1 The Executive Director of Neighbourhoods, Regeneration and Sustainability is the Lead Officer with responsibility for delivery of this theme which has a focus on ensuring that Glasgow becomes a sustainable and low carbon city.
- 2.2 A sustainable low carbon city is one that is clean and our public spaces are well-maintained; we have a low carbon footprint as a Council and as a city; we have more sustainable, integrated transport networks across the city, and less congestion; and citizens use active travel, including walking and cycling.

3. Progress towards Strategic Plan Year 5 milestones

- 3.1 The 20 priorities of the 'A Sustainable Low Carbon City' theme will be delivered over the five year lifetime of the Strategic Plan.
- 3.2 Actions in the plan are assigned to a lead officer. They are accountable to the theme lead for the delivery of that action and for ensuring that plans are in place to deliver it.
- 3.3 The progress of the Strategic Plan is monitored by the Corporate Management Team through the programme plan milestones and on a 6-monthly basis through a programme plan approach, which is reported at quarter 2 (April to September) and quarter 4 (October to March).
- 3.4 The table at **Appendix 1** identifies the progress made towards the milestones for Year 5 at Q2 April-September 2021.

3.5 Each Strategic Plan priority has been assessed as one of the following:

G	Progress is as expected. It is estimated that the agreed commitment will be achieved by 2022 or earlier.
A	There are some areas of slippage in targets and/or timescales.
R	Progress does not appear to be as originally agreed in the action or there are circumstances that have prevented delivery of the action.

3.6 Overview of progress towards Strategic Plan priorities/commitments:

	Number	%
G	30	73%
A	8	20%
R	3	7%
Total =	41	%

4. Strategic and Operational Key Achievements

4.1 Key Policy and Strategy Development

Since the last NRS thematic performance update in January 2020, the Service has continued to deliver on a number of city-level policy initiatives and strategies to pursue net-zero and promote sustainability and improvement in our frontline neighbourhood services. These policy developments have been considered by ESCR CPC through its committee workplan, and many have been additionally approved by the Council's City Administration Committee.

- [Glasgow's Climate Plan](#), with 59 actions to be taken by the Council and its partners to tackle the climate and ecological emergencies and support Glasgow to become a Net Zero carbon city by 2030.
- The [Resource and Recycling Strategy 2020-30](#), approved by Council earlier this year. This strategy sets out the city's approach to managing waste and recycling with a vision statement of "Empowering Glasgow to become a zero-waste city", and includes a clear commitment to align the Council's operations with the national Charter for Household Recycling.
- The refreshed [Clean Glasgow](#) programme and [Litter Prevention Action Plan](#), centred around the '4Es' of Education, Engagement, Enhancement and Enforcement.
- The Council's [Fleet Strategy](#), with modernisation of the Council's vehicle fleet, including recent acceptance of [£7m of funding](#) from the Climate Emergency Capital Fund for the procurement of 19 hydrogen refuse collection vehicles.
- The [Private Lanes Strategy](#) outlining measures to support environmental improvements across privately owned lanes across the city.

- The [Circular Economy Route map](#), supported by Scotland's national resource efficiency and circular economy organisation Zero Waste Scotland.

Sustainability Programme Progress

In addition to the above policy and strategy, NRS has been involved in the development of projects that contribute to the delivery of the Glasgow Climate Plan, such as the delivery of the Democracy pioneers project which enabled Glasgow City Council to work with stakeholders in the city to understand the many challenges faced by young people and young people disabilities in the city and what can be done to co-create appropriate solutions.

Furthermore, GCC has been busy enabling significant investment into the city to enable infrastructure that will, when delivered, significantly reduce the city's carbon footprint. This work has mostly been focussed on securing international funding for district heating development in the city utilising both Hydrogen and deep geothermal technology. This is also complimented by work done on the Climate Neutral Innovation District, a large feasibility study into how to transform an area of the city into a climate neutral area through, amongst many other initiatives, the deployment of river-sourced heat pump district heating.

Another significant development is a project called Project Sapphire, which will deliver an 11kV renewable energy distribution network, delivering energy created through large scale solar and wind, backed up with battery technology to customers in the city. This project will deliver zero-carbon energy at a significantly reduced rate to customers by avoiding many of the infrastructure costs associated with installing a network by utilising existing infrastructure, such as the canal and wastewater network to run cables. Work is currently underway to identify sites for solar and battery installation in the city to further support this network.

A new project is about to launch that will create a crowdfunding programme to support community climate projects in the city and further develop community owned and developed climate projects.

We are commencing the Thriving Cities Initiative, a project that will further develop our circular economy plans by creating a city portrait; a visual representation of donut economics, illustrating how the city performs across various metrics within the planetary boundaries of our ecological ceiling and social foundation. From there, then developing a plan to support delivery of the circular economy to the point of getting with those planetary boundaries.

Installation of electric vehicle chargers has continued throughout the year, culminating in the installation of a new charging hub underneath the Kingston Bridge that includes the city's first 150kW ultra-fast charger. This hub is for the use of commercial use and is set to help promote the transfer of taxis to electric vehicles.

A further report will be taken to Environment, Sustainability, and Carbon Reduction Policy Development Committee in February on COP legacy that will provide further detail.

Sustainable Transport Progress

A significant amount of work has been progressed during October to December by going out to Public Consultation on the Glasgow Transport Strategy, Active Travel Strategy and preparation of business cases for elements of the Liveable Neighbourhoods Plan, in Langside, Mount Florida, Toryglen, Possilpark, Hamiltonhill, Cowlairs, Port Dundas and Sighthill as part of the Tranche 1 Delivery Programme.

Comments received from the public consultations are currently being evaluated and analysed. Reports will be taken to the ESCR Committee scheduled for 1 February 22. Outputs and outcomes from COP26 are still to be shared, however, from a transport perspective we will work with the Scottish Government to deliver to their 5 international agreements signed to deliver the transition.

4.2 Service Transformation Programme/ New Service delivery approaches

NRS has continued to deliver an ambitious service transformation programme, expanding in key business areas and introducing/piloting new ways of working. The service has embraced a significant period of change to its frontline services in tandem with responding to the pandemic and its new ways of working. Over the course of the last year and a half the service has introduced or completed the following:

- **The expansion of the Neighbourhood Coordinators** saw investment in 23 Neighbourhood Liaison Coordinators, acting as a single point of contact for local communities and groups to access the Service. Officers provide local support to Elected Members and community groups and apply problem-solving approaches to local issues, helping co-ordinate NRS' response as appropriate.

The Service is operating monthly Environmental Tasking and Coordinating (ETAC) meetings across each sector area. These meetings include a range of NRS services and take a data driven/local intelligence, collaborative, coordinated and targeted response to priority issues.

The officers are currently working on a schedule of Environmental Visual Audits (EVAs) whereby a percentage of neighbourhoods will be scored on a regular basis by a Neighbourhood Coordinator on a variety of environmental criteria. Any necessary follow up actions will be worked on with operations. A follow up EVA will be undertaken in the same neighbourhoods 6 weeks later to review and score with a view to achieving an overall improvement in environmental conditions.

- **The introduction of Kerbside collections (3 weekly)** for 118,500 back and front door properties was an enabler to improve household recycling rates and align Glasgow with the requirements of the [Charter for Household Recycling and Code of Practice](#), which Glasgow and approximately a third of Scotland's local authorities have adopted. The programme moved general waste collections (Green bins) to 80 litre per week containment delivered over a 3-weekly cycle, while maintaining a 2-weekly cycle for Blue (DMR) and Brown (organic waste) bins, with Purple (glass waste) bins moved to an 8-weekly cycle.

The planned rollout of the Kerbside programme in April 2020 was initially delayed as a result of uncertainty around the national lockdown in March 2020. The Service successfully delivered the change to Kerbside in 3 phases, from November 2020 to May 2021, for all 118,500 households in scope. All bin calendars were changed with new collection days for all waste streams across all properties with new (smaller) less complex collection routes and less visits to properties per annum for drivers and operatives.

In addition to operational benefits, by generating capacity to mitigate against COVID, the new Kerbside and BRP services supported the overarching objective to achieve net zero by 2030, by diverting valuable recyclable materials from general waste to the appropriate waste stream. There has been a 3% increase in the percentage of household waste recycled, moving from 28% to 31%, and reducing CO² emissions by 25 tCO² per annum for each RCV taken out of service.

Securing a green recovery is a key commitment in the Scottish Government's climate change plan (2018 to 2032). For local authority waste management teams this means waste is a valuable resource that should have a further purpose and should support the circular economy. Placing value on waste and promoting reduction, reuse and recycling lie at the heart of the Resource and Recycling Strategy (2020 to 2030). The Service's commitment to deliver BRP, Kerbside 3-weekly, re-instate the food waste services for flats and a paid for bulk service during the pandemic aligns NRS resources to the Strategy. In so doing, it prepares the city to support recovery and the continued move to comply with the Household Charter and any future changes as a result of the circular economy and national climate change plan.

- **The gully maintenance review programme** has continued during COVID. Starting in April 2020 the project team has used data to support and develop the approach to modernise the gully cleaning service. Flood and blocked gully reports, along with leaf fall mapping have been reviewed for the last 3 years to inform the new frequency of gully cleaning. As well as desk-based research, an in-house data collector app has been used to record physical gully inspections, identify local issues such as parked cars that impede access to cleaning and general gully condition. The data has been used to develop a new 2-year cyclical maintenance programme for all 75,000 gullies across the city.

The new programme has modernised maintenance routes and reduced the number of vehicles required to deliver the service. Prioritised during lockdown, the new gully programme commenced in April 2021; the programme will run for 2 years focusing on the following:

- Flood location gullies – cleaned 3 times a year.
- Arterial and city centre routes – cleaned 1 time per year.
- Resident Parking Zones and neighbourhood routes – cleaned 1 time every 2 years.
- Leaf fall locations – swept weekly during autumn.

5. Challenges and Areas for Continuous Improvement

5.1 NRS is confronted with an array of challenges including workforce resources, large scale fleet and property asset transformation programmes, and maintaining statutory service delivery with high levels of absenteeism. Policy and legislative changes also bring new challenges and areas for continuous improvement for the Service. NRS will continue to strive for improvements in service delivery and will prioritise promoting the behavioural change required regarding the use of appropriate waste streams and collective ownership of residents to reduce, reuse and recycle more. The Clean Glasgow focus on the four E's; Education, Engagement, Enhancement and Enforcement interventions and the delivery of the associated action plan for the Resource and Recycling Strategy will pave the way to delivering the changes for the City.

5.2 **Workforce Planning**

NRS faces operational challenges in workforce planning, with an ageing age profile of the frontline workforce. Over half of team members are in the 50+ age bracket, while operational processes are predominately manual in nature and working days are often 10.5 hours long. There is limited opportunity to support those wishing to transition into retirement and this has been identified as an area of future budget pressure. Going forward, the Service is seeking to develop its horticultural and roads apprenticeship schemes to support long term succession planning in those areas. Development of training schemes to support a just transition approach including use of new technology, carbon literacy, zero waste, and household charter requirements will also be considered.

5.3 **Fleet and Property Portfolio**

An ageing fleet of vehicles has resulted in cost pressures requiring investment, with work being undertaken via the Council's Fleet Strategy.

Similarly, it is recognised that there is a requirement to invest in and rationalise the depot property portfolio. This depot review will result in more financially efficient workplaces and deliver fit for purpose hubs across the city that support the delivery of the service and the decarbonisation of the fleet by providing the infrastructure to deliver alternative fuels at point of consumption.

Levels of investment in the property portfolio historically have been a challenge and as a result the estate is not in good condition

It has been identified that a more robust and far-reaching investment plan is required within the estate, not only to improve the standard of the existing buildings, but also to modernise the service and enable new systems and ways of delivering services.

Investment in the property portfolio will deliver a modernisation plan to improve facilities for team members, improve disposal and recycling facilities and a reduction in the number of sites. The development of this plan will be a key priority for NRS in supporting service modernisation and improvement.

A significant amount of development work has already been undertaken to map the current position, and to undertake various feasibility studies in relation to the maximisation of property assets in the delivery of services.

The next stage of development will be two-fold: 1) The preparation of strategic business cases for presentation at committee seeking funding; and 2) Engagement with the workforce on the detailed development of the depot review proposals. There is a commitment that both of these commence during December for completion before the end of the financial year.

5.4 **Delivering Waste Compliance and Citywide Behavioural Change**

NRS continues to consider national legislation, local policy initiatives and service reform challenges and translate these into operational plans that modernise the service and improve the city environment and progress towards net-zero by 2030. Both the Clean Glasgow programme and Waste and Resource Strategy support these ambitions.

5.5 **Clean Glasgow**

As part of recovery planning and striving for continuous improvement in how the City looks and feels, NRS is once again engaging with local communities to build “civic pride”, promoting the benefits of taking care of the environment by making choices to recycle, reuse more and to look after local spaces by using the amenities and services provided.

The Clean Glasgow Programme (2021/26), relaunched in March 2021 – has a focus on building civic pride and increasing community involvement to take care of the local environment through: the four E’s approach:- **e**ducation being an important element for delivery across all sectors, **e**ngaging meaningfully with communities about local issues, **e**nhancing services and infrastructure and **e**nforcement where appropriate using existing powers. The programme is supported by People Make Glasgow Greener and a Litter Prevention Action Plan. The action plan has over 40 actions, which are now progressing as a result of restrictions easing. Running from 2021 until 2026 the plan is an active document that will develop over the lifetime of the programme.

5.6 **Resource and Recycling Strategy**

Updated and relaunched, the Resource and Recycling Strategy 2020-30 was approved in February 2021 focusing on waste as a valuable resource, promoting reduction, reuse and recycling for modern living. The strategy includes a 50 point action plan covering 4 key themes of Policy Implementation, Infrastructure and Technology, Promoting Behavioural Change and Enhancing performance.

Work has already begun on the Resource and Recycling action plan with the initial focus this year on engaging with householders to support the recycling message that everyone can do their bit to support the climate emergency by placing waste in the appropriate bins (Green, Brown, Blue, Purple and Grey). The new marketing campaign will be launched at the end of 2021 following COP 26, as a result of which we hope awareness will have been further raised about how citizens can collectively play their part to address climate change by taking action in their local communities.

6. **Service Priorities**

6.1 Over and above the NRS Council Plan commitments, NRS has identified a number of significant priorities for the Service in 2021/22:

- Health and Wellbeing Strategy
- COP 26
- Fleet Strategy
- EURO 2020
- City Centre Strategy - Responding to Renewal
- Production of a consultative draft for the Glasgow Housing Strategy 2022/23
- Preparation for City Development Plan 2
- People Make Glasgow Communities Programme
- Delivering an ambitious Transformation agenda
- Depot Review

Significant progress against a number of these priorities is underway, with some fully delivered, specifically the COP 26 and Euro 2020 priorities. A number of the priorities are supporting the renewal programme for the City. A summary of the progress against the associated actions can be found in Appendix 2 of the document.

6.2 NRS supported the delivery of two major global events that were hosted in Glasgow during 2021:

- **COP26**

Glasgow was chosen by the UK to host COP26 due to its experience in hosting world class events, commitment to sustainability and first-rate facilities. COP26 was held from 1 - 12 November 2021 at the Scottish Event Campus (SEC).

The City welcomed delegates and world leaders from across the globe to Glasgow during November 2021, demonstrating that Glasgow is a city at the forefront of the transition to zero carbon world.

- **EURO 2020 Tournament**

Glasgow was one of 11 cities which hosted the UEFA EURO 2020 to commemorate the 60th anniversary of the championship. Glasgow hosted 4 games during the tournament at Hampden Park. NRS supported the delivery of the tournament through a holistic mobility plan for a number of UEFA Client Groups.

7. **Operational Performance Measures (Appendix 3)**

7.1 Front line operational service deliver has had ongoing challenges due to resourcing levels, and new ways of working in the wake of the COVID-19 pandemic. However, the Service has delivered improvement initiatives to keep the city running, delivering both enhanced or maintained operational performance and efficiency savings.

7.2 NRS performance is assessed strategically and operationally. A variety of business insight products are provided daily and weekly to manage and respond

to the levels of demand at an operational level. The weekly Citywide Overview Report assesses the demands placed on the City looking at trends over the last 12 weeks. Longer term performance trends and progress compared to prior years for seasonal parity are reviewed at the monthly Leadership Performance meetings. Individual service performance meetings are held monthly, where indicator progress is monitored, reviewed and actioned. Bespoke business insight reports and evaluations are conducted during and after periods of service change.

- 7.3 The table in Appendix 3 provides an overview of operational performance prior to and during the pandemic. Performance in response to recovery for frontline services based on the customer demand, notwithstanding the significant service transformation since 2019 has delivered improved/maintained performance in areas such as, fly tipping completion rates and waste collection and disposal rates.
- 7.4 Although not covering all the additional support work carried out to support the Corporate response to COVID19, the trends show how effective business continuity plans were at meeting the competing challenges of managing the supply of resource against critical service demand, none of which could have been achieved without the flexibility and resilience of frontline team members.

8. Benchmarking

- 8.1 The Local Government Benchmarking Framework provides information on spending on specific services, service performance and satisfaction with services delivered or commissioned by Local Authorities.
- 8.2 The Local Government Benchmarking Framework (LGBF) is used by the Council to consider performance related to delivering Value for Money. It is also used by Audit Scotland to assess how the council is performing in delivering Best Value.
- 8.3 The LGBF provides benchmark comparisons on children's services, adult social care, culture and leisure, environmental services, corporate service, housing services, economic development and planning, financial sustainability and tackling climate change.
- 8.4 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
- 8.5 The table below outlines Glasgow and Scotland's performance over the previous 3 years. Full performance for each indicator is available on [LGBF Webpage](#) and [National Benchmarking Overview Report 2019-20](#). A report on [LGBF](#) was also presented to Operational Performance and Delivery Scrutiny Committee on 16 June 2021.

Local Government Benchmarking Indicators	Glasgow	Scotland	Glasgow	Scotland	Glasgow	Scotland
	2017/18		2018/19		2019/20	
C&L4 – Cost of parks & open spaces per 1000 Population	£30.7k	£20.7k	£30.9k	£20.6k	£32.6k	£20.1k
C&L5b - % of adults satisfied with parks and open spaces	86.3%	85.7%	87.2%	84.8%	86.2%	83.5%
ENV1a - Net cost per waste collection per Premises	£87.8	£69.1	£101.7	£68.9	£103.2	£68.8
ENV2a - Net cost per waste disposal per premises	£109.2	£106.3	£112.3	£99.8	£119.9	£98.8
ENV3a - Net cost of street cleaning per 1,000 population	£38.2k	£16.2k	£31.6k	£15.2k	£30.4k	£15.2k
ENV3c – Street cleanliness score	87.5%	92.2%	86.7%	92.8%	85.4%	92.2%
ENV4a - Cost of roads per kilometre	£15.7k	£10.5k	£16.7k	£10.1k	£15.3k	£9.7k
ENV4b - Percentage of A class roads that should be considered for maintenance treatment	28.3%	30.2%	29.3%	30.0%	29.2%	30.6%
Local Government Benchmarking Indicators	Glasgow	Scotland	Glasgow	Scotland	Glasgow	Scotland
	2017/18		2018/19		2019/20	

ENV4c - Percentage of C class roads that should be considered for maintenance treatment	20.3%	36.2%	20.4%	36.3%	19.1%	35.1%
ENV4e - Percentage of unclassified roads that should be considered for maintenance treatment	33.1%	39.0%	31.0%	38.2%	30.7%	37.8%
ENV5 - Cost of trading standards and environmental health per 1,000 population	£26.4k	£22.4k	£24.1k	£21.2k	£20.7k	£19.9k
ENV5a - Cost of trading standards per 1,000 population	£6.3k	£6.1k	£4.8k	£6.k	£5.2k	£6.1k
ENV5b - Cost of environmental health per 1,000 population	£20.1k	£16.2k	£19.3k	£15.2k	£15.4k	£13.7k
ENV6 - % of total household waste arising that is recycled	26.7%	45.6%	24.6%	44.7%	24.7%	44.9%
ENV7a - % of adults satisfied with refuse collection	73.7%	78.7%	72.7%	76.3%	70.1%	74.3%
ENV7b - % of adults satisfied with street cleaning	59.3%	69.7%	57.8%	66.3%	54.5%	62.6%
Local Government Benchmarking Indicators	Glasgow	Scotland	Glasgow	Scotland	Glasgow	Scotland
	2017/18		2018/19		2019/20	

CO2 emissions area wide per tonne, per capita	4.4	5.5	4.2	5.4	4.1	5.3
CO2 emissions area wide: emissions within scope of Local Authority per tonne, per capita	3.8	5.2	3.5	5.0	3.5	4.9
ECON 2 – Cost of planning per planning application	£5.4k	£4.2k	£6.5k	£4.5k	£5.9k	£4.4k
ECON 3 - Average time per business and industry planning application	12.3	9.3	9.8	9.1	9.4	10.5
ECON 10 - Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	53.4%	40.8%	49.9%	37.6%	46.9%	36.2%
CORP ASSET 1 – Proportion of operational buildings that are suitable for their current use	93.5%	80.8%	89.9%	82.1%	89.1%	82.5%
CORP ASSET 2 – Proportion of internal floor area of operational buildings in satisfactory condition	89.8%	86.3%	88.9%	87.2%	89.8%	88.6%

8.6 Councils have been grouped together in Family Groups with similar councils to ensure comparison is made between those which are similar in terms of population, deprivation, and urban/rural. For the service areas reported, councils

are grouped by the type of area they serve, e.g. rural, semi-rural and urban. The table below outlines Glasgow's performance compared to other Family Group members in 2019/20.

	Glasgow	Scotland	Edinburgh	Aberdeen	Falkirk	Dundee	N Lanark	East Dunbartonshire	West Dunbartonshire
C&L4 – Cost of parks & open spaces per 1000 population	£32.6k	£20.1k	£7k	£12.9k	£17.8k	£18.4k	£20.9k	£24.6k	£44.1k
C&L5b - % of adults satisfied with parks and open spaces	86.2%	83.5%	88.8%	88.0%	80.0%	89.0%	73.5%	83.9%	86.5%
ENV1a - Net cost per waste collection per premises	£103.2k	£68.8k	£69.1k	£48.9k	£54.1k	£54.1k	£67.8k	£85.8k	£46.9k
ENV2a - Net cost per waste disposal per premises	£119.9k	£98.8k	£44.6k	£144.9k	£66.5k	£86.6k	£93.6k	£115.3k	£117.8k
ENV3a - Net cost of street Cleaning per 1,000 Population	£30.4k	£15.2k	£21.4k	£7.7k	£14.4k	£15k	£15.8k	£6.1k	£23.4k
ENV3c – Street cleanliness score	85.4%	92.2%	92.9%	86.3%	90.8%	90.3%	87.7%	91.2%	89.7%
ENV4a - Cost of roads per kilometer	15394 (Km)	9707 (Km)	21164 (Km)	21181 (Km)	8742 (Km)	18564 (Km)	14825 (Km)	14647 (Km)	29020 (Km)
	Glasgow	Scotland	Edinburgh	Aberdeen	Falkirk	Dundee	N Lanark	East Dunbartonshire	West Dunbartonshire

ENV4b - Percentage of A class roads that should be considered for maintenance treatment	29.2%	30.6%	29.1%	23.4%	28.7%	22.3%	17.3%	28.2%	25.3%
ENV4c - Percentage of B class roads that should be considered for maintenance treatment	20.1%	35.0%	24.4%	23.3%	31.7%	25.5%	20.3%	28.3%	21.4%
ENV4c - Percentage of C class roads that should be considered for maintenance treatment	19.1%	35.1%	28.1%	23.0%	34.2%	14.3%	25.1%	29.1%	31.3%
ENV4e - Percentage of unclassified roads that should be considered for maintenance treatment	30.7%	37.8%	35.1%	31.9%	39.2%	29.1%	35.6%	35.0%	33.3%
ENV5 - Cost of trading standards and environmental health per 1,000 population	£20.7k	£19.9k	£26.7k	£21.4k	£18k	£27.3k	£19.7k	£18.5k	£15.3k
ENV5a - Cost of trading standards per 1,000 population	£5.9k	£6.1k	£3.2k	£5.1k	£6.7k	£10k	£9.6k	£7.1k	£3.4k
	Glasgow	Scotland	Edinburgh	Aberdeen	Falkirk	Dundee	N Lanark	East Dunbartonshire	West Dunbartonshire
ENV6 - % of total household	24.7%	44.9%	38.6%	49.9%	53.0%	38.4%	40.3%	55.3%	44.8%

waste arising that is recycled									
ENV7a - % of adults satisfied with refuse collection	70.1%	74.3%	64.6%	80.4%	62.2%	75.5%	60.3%	84.4%	82.6%
ENV7b - % of adults satisfied with street cleaning	54.5%	62.6%	59.8%	60.0%	60.6%	71.6%	56.4%	63.3%	68.9%
CO2 emissions area wide per tonne, per capita	4.1	5.3	4.4	5.3	14.9	4.4	5.5	3.9	4.1
CO2 emissions area wide: emissions within scope of Local Authority per tonne, per capita	3.5	4.9	4.1	5.0	4.8	4.4	4.4	3.7	4.2
ECON 2 – Cost of planning per planning application	£5.9k	£4.4k	£4.1k	£6k	£4.9k	£3.9k	£5.4k	£3.8k	£6.6k
ECON 3 - Average time per business and industry planning application	9.4	10.5	12.0	9.8	7.1	12.6	9.1	8.4	14.5
	Glasgow	Scotland	Edinburgh	Aberdeen	Falkirk	Dundee	N Lanark	East Dunbartonshire	West Dunbartonshire
CORP ASSET 1 – Proportion of operational	89.1%	82.5%	72.9%	75.3%	87.5%	83.9%	75.2%	83.2%	93.3%

buildings that are suitable for their current use									
CORP ASSET 2 – Proportion of internal floor area of operational buildings in satisfactory condition	89.8%	88.6%	85.5%	96.7%	90.2%	79.9%	94.0%	92.5%	89.1 %

8.7 Value judgements should not be made about high and low rankings as these can be influenced by a range of factors including investment priorities, population distribution and deprivation / affluence of each Local Authority. Although data is extracted from the Local Financial Return, there can also be notable variations across Local Authorities in reporting the detail of each indicator. Work is ongoing within the council to better understand outlying indicators and the potential operational and strategic issues which could underpin our performance.

8.8 Some of the indicators in the lowest eight nationally are noted below:

C&L4 – Cost of Parks & Open Spaces per 1,000 Population: Glasgow has the second highest spend and a slight increase from the previous year on parks and open spaces, with West Dunbartonshire the highest. The overall trend is down and has reduced from £36,073 in 2015/16 to £32,636 in 2019/20. GCC manage over 20% of Glasgow’s parks and open spaces and has a number of high footfall attractions unique to large cities across Scotland and the UK. For example, GCC fully fund Glasgow Botanic Gardens and is home to the largest urban country park in Scotland, Pollok Country Park.

ENV3a - Net cost of street Cleaning per 1,000 Population: The net cost of street cleaning remains the highest in Scotland. However, the cost has reduced in recent years from £38,251 in 2017/28 to £30,427 in 2019/20. There have been some developments in this service area. During 2021/22, the Clean Glasgow Programme 2021-26 and associated [Litter Prevention Action Plan](#) will be relaunched. This includes a range of actions which will be implemented over the next 5 years and aim to tackle and prevent littering and general environmental dereliction through education, enhancement, engagement and enforcement.

ENV6 - % of total household waste arising that is recycled: Glasgow currently recycles 24.7% of all waste. The average rate of recycling for Scotland is 44.9% of all waste. Rates across both Glasgow and the Scottish average have broadly stayed the same over the past year. [Glasgow’s Resource and Recycling Strategy 2020 - 2030](#) was presented to the City Administration Committee in February 2021. The strategy aims to empower Glasgow to become a Zero Waste City and build more resilient and efficient waste and recycling services, with a greater focus on recycling and reuse.

8.9 Some of the indicators in the highest eight nationally are noted below:

ENV4c - Percentage of B class roads that should be considered for maintenance treatment: Glasgow has the second lowest B class roads that should be considered for maintenance, this has remained stable over the last year at 20.1%.

ENV4c - Percentage of C class roads that should be considered for maintenance treatment: Glasgow has the second lowest C class roads that should be considered for maintenance and this has reduced from 20.3% in 2017/18 to 19.1% in 2019/20.

ENV4e - Percentage of unclassified roads that should be considered for maintenance treatment: The trend for this indicator has been down and has reduced from 33.1% in 2017/18 to 30.7% in 2019/20.

9. Response to COVID-19 and Recovery

- 9.1 NRS presented a report to Environment, Sustainability and Carbon Reduction City Policy Committee on 23 November 2021 in relation to [Frontline Service Delivery](#) responding to COVID-19 and progression in relation to recovery.
- 9.2 Undoubtedly one of the most significant challenges for front-line environmental services has been the COVID-19 pandemic. The introduction of the first national lockdown in March 2020 and subsequent lockdowns had a profound effect on all elements of public service delivery and was a challenge faced by all cities and local authorities across the country.
- 9.3 COVID related absence was one of the most significant challenges to service delivery across all sectors. From January 2020 to August 2021, 2,345 NRS employees utilised COVID related leave or absence arrangements to support self-isolation, underlying health conditions and caring responsibilities. The reduction in available resources was further compounded by general non-COVID absences, creating transient skills shortages in some areas of the Service.
- 9.4 In response to the COVID pandemic, NRS leadership's first and foremost priority was to activate business continuity plans and reprioritise resources to support critical statutory cleansing, public health and transport services; and secondly to consider which improvement initiatives or non-statutory services could be delayed or reprioritised to support those critical frontline operations. Due to the temporary nature of groups of staff isolating and challenges of changing regulations, NRS senior management met daily to monitor the supply of resource against service demand, managing priorities and issues as they emerged.
- 9.5 One of the key achievements during lockdown has been the response from NRS team members to maintain business critical services. In the main, they have demonstrated flexibility and resilience throughout this difficult period to keep the city running and support the public to maintain health and wellbeing.
- 9.6 The combined and on-going challenges require continuous review of how the service operates across the City, including where the service needs to adapt in relation to challenges, and to consider new ways of working to transform the Service to support ambitions and Council priorities.

Appendix 1: Progress on Strategic Plan Commitments: A Sustainable Low Carbon City

Thematic tables from Strategic Plan progress report.

Commitment	Actions	Progress Update at Q2 (April-September) 2021/22	RAG Status	Target 2021/22
53. Review the options and feasibility for a new transport body for Glasgow, working in partnership across Glasgow City Region, to provide a more connected service for all our citizens and visitors.				
53.1 Work with transport providers, to provide the best possible service to elderly citizens	<ul style="list-style-type: none"> Engage with Health and Social Care along with SPT to continue to drive forward benefits in community transport especially for elderly citizens. 	21/22 SPT Partnership board recently approved grant funding of £1.57M and it is proposed to include city-wide bus route improvements such as High Access Kerbs, new Bus Shelters, RTPI displays, Major Infrastructure improvement projects include Renfield St and Paisley Road West. Council Officers now progressing these projects.	GREEN	March 2022
53.2 Review the options for a transport for Glasgow body, working with transport providers and the Scottish Government	<ul style="list-style-type: none"> Building on the Connectivity Commission outputs and the increased alignment of transport strategy development with partner organisations. Explore transport governance options in the wider context of improving connectivity, accessible interchange hubs and an integrated public transport provision for the city and its links to the surrounding areas across the wider city region. 	This will initially require to be led at a National level to identify available options, once this has been done Glasgow will fully engage in any debate around a Transport for Glasgow body.	RED	March 2022
54. Invest in roads and pavement maintenance, improving conditions, residents' satisfaction and contributing to active travel networks. Ensure community involvement in local decision making about this investment.				

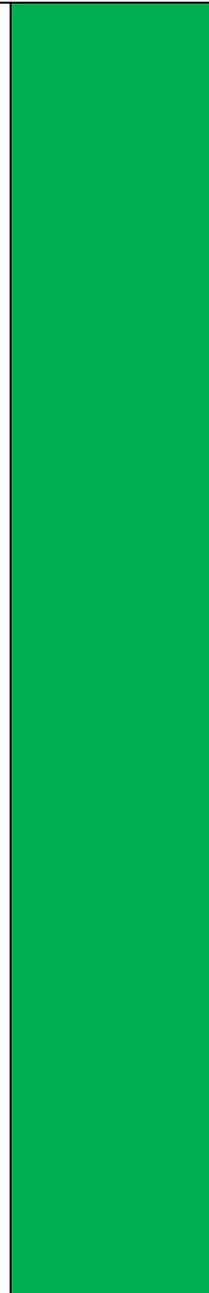
<p>54.4 Consider how to best involve local communities to ensure they have their say in how local networks of paths, pavements, roads, bus routes and rail are planned, built, maintained and used</p>	<ul style="list-style-type: none"> • Re-establish and present to Local Area Partnerships in 21/22 • Incorporate feedback into future surfacing programmes. 	<p>The Roads maintenance teams have re-established communications with Local Area Partnerships and have presented maintenance plans at recent events. As part of these presentations we have actively requested feedback for next time years programmes and asked for schemes that will be considered</p>	<p>GREEN</p>	<p>March 2022</p>
<p>55. Prioritise sustainable transport across the city</p>				
<p>55.1 Prioritise sustainable transport across the city</p>	<ul style="list-style-type: none"> • Deliver Strategic Plan for Cycling. Progress the following projects aligned to the Strategy: • South City Way: Construction Phases 4B - Gorbals Street & Victoria Bridge and Phase 4C - Clutha Junction and 5 (City Centre) • Connecting Woodside: North Woodside Rd / Raeberry Street. Segregated Cycle Route and 'Quietway' and junction improvements. • East City Way- Concept Design for Phase 2 – 7: Liaise with Sustrans Scotland in agreeing the concept designs for the remaining phases of the ECW. • East City Way- Phase 2 & 3: Liaise with Sustrans Scotland to agree Design 	<ul style="list-style-type: none"> • South City Way: Phase 4B, contract (£730K) awarded, site start estimated at Nov 21 for 28 weeks. Design on further phases progressing. • Connecting Woodside: Garscube road contract complete summer 2021. North Woodside Rd, design complete and tender with procurement estimated site start spring 2022. Raeberry street at public consultation stage. • East City Way- Phase 1 construction completed summer 2021. Phase 1 connects the existing segregated infrastructure on Hamilton Road at Daldowie Road and ends at London Drive at London Road (1.1Km). Along with the cycling infrastructure, where 50% of carriageway space was reallocated, junctions with no crossing facilities have been upgraded to include pedestrian facilities. The speed limit has also been reduced from 40mph to 30mph. • East City Way- Concept Design for Phase 2 – 7: Preliminary Design Drawings for Ph2 to 7 were submitted to Sustrans Sept 2021 in consideration of funding Detailed Design for ECW Phase 2&3. 	<p>GREEN</p>	<p>March 2022</p>

	<p>and Construction of a new hard segregated Cycle Route connecting ECW Phase 1 (at London Drive) to Fullarton Rd (M74 junction 2A).</p> <ul style="list-style-type: none"> • On-Street Secure Cycle Shelters: Roll out of first 60 on-street secure cycle shelters • Tower Block secure cycle Shelters: Further awards of contracts to install Tower Block Shelters • MACH Scheme: Continued expansion: Expand scheme by another 6 no. new cycle Hire Stations by Sept 2021. • Develop new Car Club contract: Current Car Club contract due to end Sept 2022 and early work required on drafting new contract. • South West City Way (extension): Construction of new segregated cycle route along St Andrews Drive (at Shields Rd) to Haggs Rd / Titwood Rd junction into Pollok Country Park. • North East Active Travel Route: Construction of new segregated cycle route along Broomfield Road, including 	<ul style="list-style-type: none"> • East City Way- Phase 2 & 3: Subject to securing funding phases 2 & 3 will be progressed to detailed design and tender readiness for 2022. • On-Street Secure Cycle Shelters Pilot: Successful roll out of phase 1, 60no. Shelters complete. Further installs of approx. 70 to 90 being planned for spring 2022. • Tower Block secure cycle Shelters: Further awards of contracts being prepared to install Tower Block Shelters in 2022 • MACH Scheme: Continued expansion complete: 6 new stations online September 2021, total stations now 96 with 870 bikes available. • Car Club contract: Initial internal discussions taking place over scope of new contract. • South West City Way (extension): Contract awarded for construction; estimated site start spring 2022. Total estimated cost £900K over 24 weeks duration. • North East Active Travel Route: Finalising tender documents to progress to award and construction (2022) of new segregated cycle route along Broomfield Road to complement works carried out under SFP during 2021. 		
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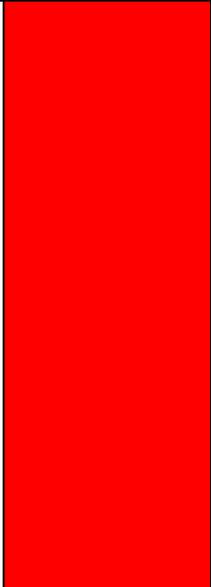
bus stop / pedestrian crossing improvements.

Progress the Transport Strategy:

- Completion and publication of a final Case for Change report as informed by the Public Conversation including an initial long list of interventions by May 2021
- Further development of options and appraisal of these.
- Completion of a SEA Environmental Report, and further work on EqIA including Fairer Duty Scotland assessment.
- Production of draft GTS for consultation subject to approval by Elected Members.
- Proceed with the development of the City Centre Transformation Plan. Work with the appointed consultant to undertake traffic modelling to deliver the city centre transformation plan by 2022.
- Development of the Liveable Neighbourhoods Story Map
- Commissioning of internal consultancy support on the



	<p>development of two of the LN Areas of Tranche One</p> <ul style="list-style-type: none"> • Development of the Strategic Business Case for Liveable Neighbourhoods • Identification of funding for the delivery element of the proposed programme • Commissioning of external consultancy support on the development of three LN Areas of Tranche One • Development of digital engagement platform and continued consultation following on from the Public Conversation Sept/Oct 2020 • First Tranche of Liveable Neighbourhoods Plan with Interventions to RIBA Stage2 prepared for Committee approval March 2022 			
<p>56. Improve and refine the Statutory Quality Bus Partnership and explore, with transport providers, how to implement an integrated ticketing system.</p>				
<p>56.1 Work with transport providers to explore how to deliver a smart one-ticket system for travel on all public transport.</p>	<ul style="list-style-type: none"> • The Glasgow Transport Strategy will further develop policies around integrated ticketing. It is also hoped to commission independent work on Mobility as a Service in collaboration with 	<p>The Policy Framework for GTS was taken to ESCR on 5 October 2021 and approval was given to go to Public Consultation from 18 October until 22 November.</p> <p>Funding support was sought through the Bus Partnership Fund for additional ticket machines;</p>	<p>RED</p>	<p>March 2022</p>

<p>New Wording for 56 21/22 Work with partners to explore ways to transform bus services in Glasgow and adjacent City Region partner areas through the Glasgow City Region Bus partnership, including options for integrated ticketing system</p>	<p>SPT which is linked to the issue of integrated systems.</p> <ul style="list-style-type: none"> • Additional funding support will be sought from Transport Scotland for additional ticket machines across the city region. • Contactless payments available across the city region by all operators by end of 2021 • Individual operator daily and weekly tap on/tap off fare capping by end of 2021/22 for Ticker# users, as soon as practicable for others (Oyster lite) 	<p>however, this was rejected by Transport Scotland in their letter of award.</p>		
<p>56.2 Improve and refresh the Statutory Quality Partnership.</p>	<ul style="list-style-type: none"> • Consider making this a Statutory Partnership once the guidelines have been provided from Transport Scotland • Notification of Glasgow's Bus Partnership bid in June 2021 • Take forward any Bus Partnership Funding 	<p>At the current time the ongoing Bus Study will address these issues and an outcome should be known in early 2022 on the way forward.</p>	<p>AMBER</p>	<p>March 2022</p>
<p>57. Explore the feasibility of a local bus franchising framework to deliver a more connected service across the city.</p>				

<p>57.1 Explore the feasibility for a local franchising framework for Glasgow's buses, to deliver a more integrated, comprehensive and connected network across the city</p>	<ul style="list-style-type: none"> The Transport Strategy team will commission independent work to explore the options on bus governance under the Transport (Scotland) Act 2019 in collaboration with SPT. 	<p>The Bus Options Study will be concluded by the end of 2021 and was jointly commissioned by SPT and GCC. The way forward will be decided in early 2022.</p>	<p>AMBER</p>	<p>March 2022</p>
<p>58. Work with Transport Scotland and Regional Partners to develop the next stage of business case for the development of the Glasgow Metro proposal and continue with any feasibility work on the Subway</p>				
<p>58.1 Explore the feasibility of bringing the subway under the governance of the city and options for extending its coverage</p> <p>New Wording 58 21/22:</p> <p>Work with Transport Scotland and Regional Partners to develop the next stage of business case for the development of the Glasgow Metro proposal and continue with any feasibility work on the Subway.</p>	<ul style="list-style-type: none"> Building on the Connectivity Commission outputs and the increased alignment of transport strategy development with partner organisations. Explore transport governance options in the wider context of improving connectivity, accessible interchange hubs and an integrated public transport provision for the city and its links to the surrounding areas across the wider city region. 	<p>Context to the approved rewording of commitment 58.1 - The Glasgow City Region Cabinet in April 2020 paused previous work on the Airport Access Project to consider the opportunities for a wider regional metro solution. The Metro Feasibility Study (MFS) project team was subsequently set up and led by Glasgow City Council (GCC) on behalf of the wider region. The publication of Transport Scotland's STPR2 phase 1 intervention 9a report on the Glasgow Metro in February 2021 set out the commitment to work together specifically with regional partners and the MFS project team to develop a Strategic Business Case (SBC) to be reported as part of STPR2 phase 2.</p> <p><u>Q2 update on reworded commitment:</u></p> <p>The MFS project team has continued to liaise with regional partners and Transport Scotland to consider the parallel developing strategies, policies and initiatives context to ensure alignment across the transport strategy landscape. Both the Regional Transport Strategy (RTS) led by SPT and Local Transport Strategy for GCC timelines are evolving and are likely to report into Spring 2022. The MFS work has continued to engage to align to these transport</p>	<p>GREEN</p>	<p>March 2022</p>

		<p>strategy developments to ensure these statutory outputs incorporate the assessment and appraisal opportunities for the Glasgow Metro aligned to the ambition for the City Region. The RTS will consider any feasibility options for the subway. One of the key features for the Glasgow Metro will be the development of interchanges and hubs across existing transport modes such as subway to provide an integrated public transport to improve accessibility connectivity across the city region.</p> <p>The MFS has facilitated a number of regional workshops with Transport Scotland to explore and validate local factor assessments focusing on unserved and underserved areas with relatively poor connectivity; improving access to key destinations and exploring economic and social exclusion, transport poverty issues, and modal shift targets.</p> <p>The outputs of STPR2, including the SBC for the Glasgow Metro are now expected to be available at the end of 2021 when the package of STPR2 interventions will be considered by Ministers for assessment and priorities for transport planning investments for the next 20 years.</p> <p>The MFS project team has continued engagement with regional partners and the Metro Strategic Advisory Group – consisting of 16 organisations to share developments in the transport strategy landscape and support advocacy and ambition for the Glasgow Metro. The MFS is progressing a number of consultancy commissions to develop: guiding principles for the ambition and objectives for the Glasgow Metro; regional economic narrative; transport governance and operator model options; and an initial review of land value capture mechanisms. These commissions will provide a composite set outputs for consideration by decision makers aligned to the timetable for the SBC. A Glasgow City Region Greenprint for Investment prospectus was launched in</p>		
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		September which included a case study reference for the MFS.		
59. Progress reducing the speed limit on all suitable residential roads to 20mph and consider how we manage traffic speeds throughout the city. Support communities to implement traffic free zones around schools and traffic calming measures.				
59.1 Promote options to reduce the speed limit to 20mph on all roads except major through routes.	<ul style="list-style-type: none"> Continue to work with the appointed consultant to deliver the policy Deliver large area schemes of 20mph in 21/22. 	Roads have been working with a consultant to produce tender documents to submit to consultant framework. This is to enable GCC to appoint a suitable and experienced consultant to deliver business case to Sustrans to secure funding for technical development of scheme design and secure construction costs. Tender expected to be released in November and appointment in January for March/April completion.	GREEN	March 2022
61. Develop options for the city to introduce Scotland's first low emission zone and work with partners on the introduction of a cleaner fleet of buses and cars – including electric.				
61.1 Reduce private motor use in parts of the city and to work towards the removal of diesel-engined vehicles by 2027.	<ul style="list-style-type: none"> Propose LEZ scheme to be submitted to Committee for public consultation approval in May 2021 Conduct the statutory consultation over a 12 week period Consultation data analysis with final changes to LEZ plans based on consultation feedback LEZ plans to be scrutinised then approved (if appropriate) by Local Authority committees and subsequently by Scottish Ministers 	Work is on schedule to take the LEZ plans to committee and to deliver the next phase of the LEZ according to plan.	GREEN	May 21 -May 2022

	<ul style="list-style-type: none"> • LEZ's introduced by February 2022 within window out to May 2022. 			
<p>61.2 Develop options for the city to introduce a Low Emissions Zone to tackle air pollution in the city centre.</p>	<ul style="list-style-type: none"> • Propose LEZ scheme to be submitted to Committee for public consultation approval in May 2021 • Conduct the statutory consultation over a 12 week period • Consultation data analysis with final changes to LEZ plans based on consultation feedback • LEZ plans to be scrutinised then approved (if appropriate) by Local Authority committees and subsequently by Scottish Ministers • LEZ's introduced by February 2022 within window out to May 2022. 	<p style="text-align: center;">As per 61.1</p> <p>Work is on schedule to take the LEZ plans to committee and to deliver the next phase of the LEZ according to plan.</p>	GREEN	May 21 -May 2022
<p>61.3 Work with partners to develop a network of park and ride facilities with connecting transport routes to reduce congestion.</p>	<ul style="list-style-type: none"> • The Glasgow Transport Strategy work will look at options for Park & Ride in consultation with SPT. In addition, consider output from Transport Scotland's managed motorway study. 	<p>The Park and Ride options for the city will be led by Transport Scotland's Managed Motorway Study. This study was supposed to be launched in August 2021 but due to a Transport Scotland resource issue this has been delayed.</p>	AMBER	March 2022
<p>61.4 Encourage increased use of electric vehicles and work to support this by our traffic management</p>	<ul style="list-style-type: none"> • Install 84 plus chargers across the city. • Activate the charging mechanism for EV users to support network growth 	<p>Installation of EV chargers continues as planned across the city. The charging mechanism for EV users has been delayed due to external issues with the handover of back office systems to the new vendor. This issue is</p>	GREEN	May 2021-October 2022

and parking regulations.	<ul style="list-style-type: none"> • Complete the Duke Street Car Park installation • Monitor the usage of the Duke Street installation during 2022. 	now resolved, and the tariff is with Finance for approval. Duke St installation has been delayed due to COVID 19, Brexit, and structure issues. This is now expected to be completed in Feb 22.		
61.5 With partners on the introduction of a cleaner fleet of buses and cars – including electric.	<ul style="list-style-type: none"> • Continue to deliver the electric charge point infrastructure across the City to support electric car use. • Implement the electric vehicle charging tariff to support a wider network • Continue to work with bus providers/partners to deliver new zero emission buses • Continue to expand the LEZ programme 	See 61.1 and 61.4 Small fleet of electric buses now operational in the city.	GREEN	March 2022
62. Review the affordable warmth scheme and consider how to make best use of current resources to support as many older peoples' households as possible				
62. Review the affordable warmth scheme and consider how to make best use of current resources to support as many older peoples' households as possible.	Complete the Area Based Scheme programme (ABS) 2020/21 and draw down funding.	Final spend date extended by Scottish Government to October 2021 for all local authorities. Due to Covid we are unlikely to secure the full grant award and will work with the Scottish Government to maximise drawdown of grant where possible.	RED	Maximise Spend before July 21 final spend date.
	Prepare the Scottish Government application bid for ABS funding (£6,028,802) for 2021/22.	Complete Additional grant of £183,540 awarded. Total grant award £6,212,342 reported to CAC Committee on 30th September	GREEN	Complete for submission to Scottish Government by 14th May 2021.

	Tender for the delivery of the ABS service in line with Scottish Government guidance requirements.	Tender process complete and contractor appointed for 3 project areas. A further tender required for an additional 2 projects and one off properties.	AMBER	Complete for submission to Scottish Government by 14th May 2021.
	Deliver an Energy Advice Service to support the ABS programme of works.	Service restarted in line with Scottish Government lockdown guidance	GREEN	Restart service in line with Scottish Government lockdown guidance Have in place a service post November 2021
	Energy Advice Service renewal of contract November 2021.	Discussions ongoing to extend the existing contract for 6 months to 4 May 2022	GREEN	Ongoing activity during 2021/22
	Prepare for the introduction of the Scottish Government's ABS 3 year programme from April 2022 onwards.	Introduction of the 3 year programme delayed by Scottish Government to 2023. Work to identify potential project areas to meet the guidance underway	GREEN	
	Prepare for the increase in delivery of the ABS programme in line with the Scottish Government's Net Zero Emissions targets outlined in the Draft Heat in Building Strategy and the Council's Recovery Activities.	Scottish Government published the Heat in Buildings Strategy on 7 th October outlining 111 actions. Consideration of actions, timelines and funding availability required in line with the published report.	GREEN	Ongoing activity during 2021/22

63. Give all children better access to outdoor play by upgrading school playgrounds and play areas.

<p>63.1 Upgrade and improve school playgrounds and local play areas.</p>	<ul style="list-style-type: none"> • Prioritise funding on upgrade of existing play areas by; planned/previously agreed improvements; condition of equipment; availability of match funding; High SIMD (Scottish Index of Multiple Deprivation) areas. Complete works to establish 2 new MPGC's, 1 new outdoor gym, 1 new play area and 1 refurbished play area. • With partners consider the role that Parks and Open Spaces play in providing an environment for Early Years Education and Childcare by participating in the current pilot. New nurseries in Tollcross Park and Hogarth Park (planning consent granted in February 2021) • Continue to work with Education, PALS and partner providers to provide and monitor additional outdoor learning spaces within parks citywide 	<p>Funding of £765k allocated to 23 play areas with procurement starting December 2021.</p> <p>Developing a programme for investment of the Scotgov Play Area Renewal funds (refurbishment of existing play areas Working with spatial data planning colleagues) to assess the play sufficiency – which will assist us in targeting funding for both existing and new play area.</p>	<p>GREEN</p>	<p>March 2022</p>
<p>64. Improve the city's cleanliness and recycling rates, and residents' satisfaction with these issues.</p>				

<p>64.1 Improve Glasgow's recycling record, including addressing the particular challenges facing tenemental neighbourhoods.</p>	<ul style="list-style-type: none"> • Deliver year 1 of the Resource and Recycling Action Plan • Alternative solution will be sought for risk assessed properties where the bins cannot be placed in the backcourts due to spiral staircases and dangerous underfoot conditions. 	<p>Progress to date:</p> <ul style="list-style-type: none"> • Options assessment project underway with ZWS to determine future service design in line with Waste charter. • Waste composition analysis for Blue & Green bin planned for Feb 22. Contractor to be procured via framework • Communication & education plan implemented – External campaign due Nov 21 • New technology being rolled out to support performance monitoring 	<p>AMBER</p>	<p>March 2022</p>
<p>64.2 Through community planning structures, enable communities to actively participate in the cleansing and recycling decisions that are taken in their local areas.</p>	<ul style="list-style-type: none"> • Continue to use the Area Partnership meeting structure and local community councils to engage with Communities in relation cleansing and recycling issues in their local areas. • Neighbourhood Liaison model will be reviewed to support community involvement. 	<p>Resource summits to be established Discussions ongoing with Elected members and key stakeholders.</p>	<p>AMBER</p>	<p>March 2022</p>
<p>64.3 Develop an integrated strategy for waste management, cleansing and recycling across the city.</p>	<ul style="list-style-type: none"> • Deliver year 1 of the Resource and Recycling Action Plan • Implement the vision for waste collection services embedding the new domestic waste module (ALLOY) and the other new waste disposal management systems. 	<p>AS PER 64.1</p> <p>Progress to date:</p> <ul style="list-style-type: none"> • Options assessment project underway with ZWS to determine future service design in line with Waste charter. • Waste composition analysis for Blue & Green bin planned for Feb 22. Contractor to be procured via framework • Communication & education plan implemented – External campaign due Nov 21 • New technology being rolled out to support performance monitoring 	<p>AMBER</p>	<p>March 2022</p>

<p>64.4 Ensure that management and working practices are fit for purpose for renewed focus on cleaner neighbourhoods.</p>	<ul style="list-style-type: none"> Continue with actions in the Litter Prevention Action Plan Review the delivery of Streetscene Operations across the City Introduce additional technology re QR codes for all Street Litter Bins 	<p>A Streetscene Covid Recovery and Operational Improvement Plan has been created.</p> <p>The 18 point plan details the measures to be implemented short, medium and long term to improve the cleanliness of the City.</p>	<p>GREEN</p>	<p>March 2022</p>
<p>64.6 Aim to make Glasgow a 'circular economy', where production of waste is reduced to the minimum possible.</p>	<ul style="list-style-type: none"> Deliver on the action plan set out in the Circular Economy Routemap. Continue to support the cross city working group in partnership with Zero Waste Scotland. 	<p>Actions in route map being delivered and partnership with ZWS remains active.</p> <p>An update on the CE action plan will go to committee in February.</p>	<p>GREEN</p>	<p>March 2022</p>
<p>65. Build high quality, inclusive active travel infrastructure, investing a minimum of 10% of our transport infrastructure budgets in cycling and walking to make Glasgow an excellent cycling and walking city</p>				
<p>65.1 Invest 10% of our active travel budget on making Glasgow an excellent walking and cycling city.</p>	<ul style="list-style-type: none"> Deliver Strategic Plan for Cycling in line with investment and awarded funded <p>Alignment to Commitment 55</p>	<p>The Active Travel Strategy and emerging Action Plan was taken to ESCR on 5 October. The final Active Travel Strategy and Action Plan will be taken to ESCR on 1 February 2022 for final approval.</p>	<p>GREEN</p>	<p>March 2022</p>
<p>65.2 Focus on community public transport provision and fostering a city centre with fewer motor vehicles</p>	<ul style="list-style-type: none"> Continue working on a solution in line with the City Centre Strategy, which aims to support the target of a reduction in car journeys in the City Centre 30% by 2025. 	<p>This initiative will be a fundamental part of the City Centre Transformation Plan including a proposal to make part of the City Centre "Car Free". A definition of car free will be clearly identified.</p>	<p>GREEN</p>	<p>March 2022</p>
<p>65.3 Encourage greater use of active travel in the city</p>	<ul style="list-style-type: none"> Support Active travel with the approved SCSP match funded Grant 	<p>For 21/22 NRS Technical Services received £553K match funding from the Governments Smarter Choices Smarter Places programme administered by Paths For All. Projects relate to; Travel Behaviour Change Campaigns, supporting NHS Travel Plan</p>	<p>GREEN</p>	<p>March 2022</p>

		projects, Glasgow Community Cycling Network charities; expansion of the Glasgow Nextbike Cycle Hire Scheme and support for the On-Street Secure Cycle Shelter Pilot Project.		
65.6 Ensure new cycling infrastructure is of high quality, looking to good practice in cities internationally.	<ul style="list-style-type: none"> Continue to attend steering group responsible for developing the updated national Cycling By Design guidelines. Liaise with other cities and attendance at relevant conferences continues. 	Cycling By Design has now been launched and will be adopted by GCC. NRS will continue to work in conjunction with other cities to ensure the guidelines are adhered to.	GREEN	March 2022
66. Improve the efficiency of our services through the development of smart technology, including refuse collection and street lighting.				
66.2 Introduce low-carbon LED street lighting across the city and replace old and damaged lampposts.	<ul style="list-style-type: none"> Continue to prioritise available Capital Street Lighting funding in accordance with the Risk Management Strategy. All new lantern installations will be LED Complete current programme (1500 column & LED replacements) by July 2022 Continue with the phased roll out for the Intelligent Street Light Project 	<p>Confirmation that available capital is addressing priority street lighting issues in accordance with risk management strategy</p> <ul style="list-style-type: none"> - all works to replace existing lamps through either capital or revenue works are done with LED replacement - Current light and column replacement programme is required to be completed for July 2022. - Roll out of ISLP continues with Roads teams working with Technical Services teams. 	GREEN	July 2022

67. Become a net zero carbon city by 2030 through the implementation of the Climate Plan.				
<p>67.1 Become a carbon neutral city, setting an ambitious 20-year target.</p> <p>New Wording for 67 21/22</p> <p>Become a net zero carbon city by 2030 through the implementation of the Climate Plan.</p>	<ul style="list-style-type: none"> Put the LHEES through consultation and take through committee for adoption post recess. Continue to discuss with the Scottish Government the potential for its local city targets to align with national ambitions 	<p>Successful in getting funding from Scottish Government to bring in a consultant to evaluate the draft LHEES and ensure compliance with the new guidance produced by Scottish Gov. Recruitment of the consultant is currently underway.</p>	GREEN	March 2022
<p>67.2 Investigate joining the Carbon Neutral Cities Alliance and C40 to share and learn best practices.</p>	<ul style="list-style-type: none"> Continue to explore membership of other networks where appropriate. 	<p>Remain active in CNCA and C40</p>	GREEN	March 2022
68. Meet our commitments to the national target of ensuring heat, transport and electricity needs are met by renewables by 2030.				
<p>68.1 Meet our contribution to the Scottish Government's pledge that 50% of Scotland's heat, transport and electricity energy needs should be met by renewables by 2030.</p>	<ul style="list-style-type: none"> Finalise the CNID report and move into implementation phase. The results gained from the RUGGEDISED monitoring phase, beginning in Oct 21, will inform strategy on renewables deployment across other sites in GCC estate. 	<p>CNID phase 1 report complete. Work underway to develop Sustainable Glasgow to provide support for development of phase 2 delivery. Results from Ruggedised will be published across the EU and will be important contributor to forward strategy, both at city level and for GCC estate.</p>	GREEN	October 21- March 2022
69. Explore ways of accelerating our work on green energy initiatives, and review the possibility of doing so through an ESCO				

<p>69.1 Review the possibility of establishing an ESCo (Energy Services Company) for Glasgow, working with energy companies, industry and housing to provide more affordable heat, power and hot water to customers via the cheapest green energy</p>	<ul style="list-style-type: none"> An ESCo will be considered with each project proposal generated. 	<p>The possibility of creating an ESCO is considered with each project progressed. To date, no project has yet required, or been seen to benefit from the creation of an ESCo. Further deliberation over an ESCo will develop alongside the development of the CNID and project currently contained with the Glasgow Greenprint and connected to Green New Deal for Glasgow.</p>	<p>GREEN</p>	<p>March 2022</p>
<p>69.4 Work with other organisations that use energy on a large scale to expand the number of District Heating schemes across the city.</p>	<ul style="list-style-type: none"> Continue to support development of Castlebank and Yorkhill Quays, and the SEC Campus, as well as further investigating deep geothermal opportunities in the city. 	<p>Regular meetings take place between the relevant parties and have so far identified potential opportunities in connection to the development of the SEC through international investment in its energy system.</p>	<p>GREEN</p>	<p>March 2022</p>
<p>69.5 Work with geological specialists and developers to investigate and tap into renewable energy potential.</p>	<ul style="list-style-type: none"> Work will continue on funding the feasibility in the interim. Feasibility works should commence during 21/22 depending on the availability of funding. 	<p>Currently costs to deliver the geothermal research are too high. Alternative funding options are being explored.</p>	<p>AMBER</p>	<p>March 2022</p>
<p>70. Review the River Clyde Flood Management Strategy and continue to invest in the drainage infrastructure across the city to support climate resilience.</p>				

<p>70. Review the River Clyde Flood Management Strategy and continue to invest in the drainage infrastructure across the city to support climate resilience.</p>	<p>River Clyde Strategic Development Framework (SDF) adopted 2020- Action Plan</p>	<p>An update on the River Clyde SDF Action Programme was presented to Committee in August 2021. Delivery of actions is ongoing.</p> <p>An Update on the Govan Partick SDF Action Programme was presented to Committee in March 2021. Delivery of actions is ongoing.</p> <p>The River Clyde Flood Model was updated in 2021 and high-level discussions with SEPA are continuing. River Design Guidance is being prepared to address adaptation and mitigation measures and ensure a design-led, placemaking approach.</p>	<p>GREEN</p>	<p>March 2022</p>
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71. To promote and enhance our city's natural resources including nature reserves and public parks.

<p>71.1 To promote and enhance our city's natural resources including nature reserves and public parks.</p>	<ul style="list-style-type: none"> • Involve communities in planning, developing and managing local spaces via our growing network of 70 Friends of Parks Groups • Support groups and individuals in developing participation and volunteering opportunities, such as Wee Green Grants allocating £150,000 to groups citywide. • Support allotments and community growing throughout the city 	<ul style="list-style-type: none"> • Facilitate workshops with the Parks Forum to develop concepts, ownership and requirements of the group in the years ahead. • Facilitate and assist local Friends of groups to gain Community Green Flag awards – 7 in total. • Assess Wee Green Grant funding applications and develop local projects with Friends of Groups. • Continue to deliver the actions of the Food Growing Strategy and the expansion of growing provision across Glasgow including – expansion of Mansewood Allotments, creation of Growchapel community Growing, Ruchazie 21 Growing project and Greyfriars Garden concept design and tender. • Continue to work in partnership with Education service to maintain and possibly expand the current outdoor learning provision across our parks estate. 	<p>GREEN</p>	<p>March 2022</p>
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	<ul style="list-style-type: none"> Promote parks and greenspaces as outdoor learning spaces Implement the Local Biodiversity Action Plan Continue to support Corporate Asset Management so that capital investment in our built estate delivers a variety of habitats and activities. 	<ul style="list-style-type: none"> Continue to deliver on the LBAP including the creation of a designated Pollinator Park (Queens park), creation of a wildflower action plan (grassland management), reduction in Glyphosate use around the base of trees, creation of the Green Connector Habitat creation project in the Southside 		
72. Support the development of Glasgow as a Sustainable Food City.				
72.1 Support the development of Glasgow as a Sustainable Food City.	<ul style="list-style-type: none"> Continue to support the Glasgow Community Food Network (GCFN) in developing the Glasgow City Food Plan and the Low Carbon Sustainable Food City for All initiative, using the allocated National Lottery Funding. Publish mapping and other supporting information to support Communities in utilising the city's land assets through our Food Growing Strategy 	Mapping was published June 2021	GREEN	March 2022

Appendix 2: Progress towards Neighbourhoods Regeneration and Sustainability Service Priorities

The table below outlines the progress made towards specific service priorities as identified in the 2021/22 ASPIR.

Service Activity, Project or Programme	Actions	Renewal Activity = R Other Service Priorities = O	Progress Update at Q2 2021/22	RAG Status	Target 2021/22 and Owner
Health and Wellbeing Strategy	<ul style="list-style-type: none"> Deliver the health and wellbeing strategy aims at a local service level ensuring all staff have equal access to the opportunities. Design and deliver a responsive local Health and wellbeing action plan to support staff attendance and wellbeing, that is data driven, informed through staff voice and impact is measurable. Feed into corporate collaborative working group on any specific requirements through the 	O	<p>A Meeting was held on 21 October 2021, chaired by City Operations Director, this was attended by CHR, Communications, and both management and TU Rep. The purpose was to discuss aspects of the Action Plan.</p> <p>A meeting was scheduled for 3 November to look to communicate existing information and support resources.</p> <p>A further meeting was scheduled for the end of November 2021.</p>	AMBER	March 2022

	attendance management forum service HR representative or other corporate collaborative representative from H&S and/or OD.				
COP 26	<ul style="list-style-type: none"> • Deliver the Climate and Ecological Emergency Plan • Deliver the Sustainable Glasgow Avenue, which will contain a series of interventions that illustrate the journey Glasgow has been on from being a post-industrial city to becoming a post-carbon city. • Deliver a Climate Clock that will illuminate the clock tower at the Trongate, showing a countdown to COP26, and presenting information on the challenges we, as a city and a planet face in dealing with the climate emergency. • Deliver Sustainable Glasgow Charter, which will bring together businesses in the city, large and small, by signing up to a commitment to support the city in achieving its 2030 target. 	O	<p>The Climate plan has been delivered and work is already underway to deliver on its action plan. The ‘Sustainable Glasgow Avenue’, has changed in complexion due to external constraints linked to COP26 security. A Sustainable Glasgow Landing Zone has been developed instead on the Broomielaw and has an exciting programme of events scheduled, showcasing local and international efforts to combat climate change. The Climate Clock was successfully delivered.</p> <p>The Sustainable Glasgow Charter has been successfully delivered and continues to recruit more signatories. Net Zero scoping study completed. Phase 2 of the Net Zero feasibility work has not yet commenced due to a failure to secure external funding from the EU to support this. Alternate funding options are being explored internally and externally.</p> <p>Corporate Mobility Pact is underway with 2 workshops already being held. EV infrastructure commented on in 61.4.</p>	GREEN	November 2021

	<ul style="list-style-type: none">• Work with external organisations to build visibility of sustainability work in the city in the run up to COP 26• Commence Net-Zero Feasibility. Following the Net-Zero scoping study, we will identify funding to support the delivery of a full net-zero technical feasibility study, putting the detail into how we achieve our 2030 target.• Explore Corporate Mobility Pacts. This will be done in partnership with WBCSD and will seek to harness innovation in mobility for transformation, supporting our developing transport strategy.• Provide Electric Vehicle Charging Infrastructure. We will continue to roll out electric vehicle charging infrastructure in the city.• Deliver specific pre-COP26 activity to highlight the Avenues programme and how they are driving		<p>Regular meetings are taking place between City Development and Scottish Government to discuss approach to Glasgow Just Transition Commission and update national Just Transition Commission.</p>		
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	<p>sustainability in the City Centre.</p> <ul style="list-style-type: none"> • Work with Scottish Government to develop Glasgow's approach to building a Just Transition Commission and working with business in relation to this. 				
Fleet Strategy	<ul style="list-style-type: none"> • Implement key systems to support our smartfleet programme - a Fleet Management System and Vehicle Telematics • Operationally deploy the new alternative fuel vehicles • Secure investment approval for a) phase 3 scope - refurbishment of heavy fleet and b) Transport depot hub • Deliver successful contract awards for a) Hydrogen vehicles and fuel supply b) external maintenance of heavy fleet • Establish new fleet services operating model for the fleet workshop and a 'managed service' for clients 	O	<p>NRS Fleet Management solution (Tranman) - being delivered by CGI, significantly delayed and not scheduled to be implemented until early part 2022. Vehicle telematics tender exercise conducted and presently under evaluation, for implementation commencing early December 2021. Business case being developed by finance, with support from fleet services, for presentation to December Capital Programme Board.</p> <p>a) Contracts now awarded for the supply of 19 Hydrogen RCV's, to supplement the one already ordered with deliveries in middle, to quarter 3, 2022.</p> <p>b) A further contract has been awarded for the supply of a temporary hydrogen refuelling facility to be installed in Gartcraig to support operation of dual fuel gritter fleet. The system will be installed</p>	RED	March 2022

			<p>and operational by end of October 2021.</p> <p>c) Contract now awarded for the supply of hydrogen fuel, at scale, to support GCC expanding hydrogen fleet. This is being built in Polmadie by the winning consortium and intended to be operational quarter 3 2022.</p> <p>New managed Service will be launched to support deployment of EVs within HSCP where a greater proportion of vehicles do not operate from a fixed depot location, but from home. The managed Service will begin for the HSCP, TaSS vehicles during December 2021.</p>		
EURO 2020	<p>Deliver a holistic Mobility Plan for a number of UEFA Client Groups including: -</p> <ul style="list-style-type: none"> • A spectator rail plan from Glasgow city centre to the Last Km. • A spectator shuttle bus operation from the city centre to the Last Km • A Host City and Stadium Volunteer city wide transport plan • An active travel route from the city centre to the Last Km. 	O	The holistic Mobility Plan for Euro 2020 was successfully delivered for all Client Groups.	GREEN	June 2021

	<ul style="list-style-type: none"> • A traffic management plan that supports UEFA stadium operations. • A Local Area Traffic Management and Parking Plan for the Fan Zones and Last Km • A wayfinding strategy to support matchday operations • Provide appropriate PTUs for both Queen's Park Rec and the Hampden Park and Ride to allow UEFA to manage stadium operations. • Provide a Mobility Operations Centre to complement the Host City's C3 ConOps. 				
City Centre Strategy- Responding to Renewal	<ul style="list-style-type: none"> • Deliver the priorities of the City Centre Task Force to support the city centre business community • Develop the new City Centre Strategy 2022-25 • Support the Scottish Government's City Centre Task Force • Deliver a city centre COP project portfolio • Deliver a new wayfinding and advertising contract for Glasgow 	O R O O O R	<ul style="list-style-type: none"> • All CCTF outputs have been completed • A City Centre Recovery Plan has been produced for the period 2022-24 in place of the planned CCS 2022-25 – approved at CAC 03/12/21 • COP project portfolio fully delivered • Wayfinding/Advertising contract is completed and now in delivery • Ongoing work to support private development • The City Centre Property Repurposing Strategy is in development with 	GREEN	<ul style="list-style-type: none"> • Complete CCTF outputs • Draft CCS 2022-25 • Provide support and inputs to Scot Govt CCTF as required • Delivery COP project portfolio by Nov 2021 • Conclude Wayfinding/

	<ul style="list-style-type: none"> • Support private developments through aligning public realm investment programmes for added value • Develop a new City Centre Property Repurposing Strategy 		recommendations expected early 2022		<p>Advertising contract terms and move to delivery</p> <ul style="list-style-type: none"> • Support private developments as required <p>Deliver new City Centre Property Repurposing Strategy</p>
Production of a consultative draft for the Glasgow Housing Strategy 2022/23	<ul style="list-style-type: none"> • Develop and deliver a communications and engagement strategy and plan (including the establishment of the Tenant Led Commission on the Private Rented Sector). • Prepare a Digital Housing Strategy. • Undertake research and analysis and prepare supporting evidence and discussion papers. • Establish a Housing Strategy Steering Group, including key partners and stakeholders. 	O	<p>Draft communications and engagement strategy and plan prepared. Commission Board established Sept 2021</p> <p>A draft Digital Housing Strategy has been finalised and issued for public consultation during September 2021. Submission to Committee in November 21</p> <p>Local Housing Systems Analysis work ongoing, including engagement with Universities and FAI. Other research has focused on developing the draft Digital Housing Strategy and analysing how the Covid-19 pandemic may impact on homelessness in Glasgow.</p>	GREEN	March 2022

	<ul style="list-style-type: none"> • Prepare a draft strategy for online publication and consultation 		<p>Initial discussions underway with partners. Draft proposal and Terms of Reference to be developed by Jan 2022.</p> <p>Project Plan developed with key phases set out. Consultation due in Spring 2022.</p>		
Preparation for City Development Plan 2	<ul style="list-style-type: none"> • Production of Evidence Report. Continue to input to the National Place Standard Board and provide evidence of operational performance of Scottish Government Placebuilder tool in informing community engagement to feed into the CDP2 Evidence Report. • Commence preparations for Gatecheck. • Engagement with Councillors and agreement of proposed Member involvement with CDP process. 	O	<p>Production of Evidence Report Draft Development Plan Regulations and associated guidance (Scottish Government) continue to be delayed which is delaying progression of initial stages of Evidence Report. Work ongoing to identify Evidence gaps using information from Principle Legislation, however, this is initial work that will need to be developed and refined once the Regulations and Guidance are produced and adopted.</p> <p>Continue to input to National Place Standard Board - We have been feeding in to launch of National OurPlace.Scot website which has been the principle activity of the Board in recent months. This is due to launch formally in late October. The Placebuilder community engagement exercise has yielded a rich set of community views and aspirations that</p>	GREEN	January-March 2022

			<p>has been spatially allocated and is being analysed for input to the Evidence Report.</p> <p>Commence Preparations for the Gatecheck - As the draft Regulations have not been produced it has not been possible to commence this work other than work on the evidence gathering.</p> <p>Engagement with Councillors Briefing provided to Administration Group. Further briefings will be required once the Regulations are produced by Scottish Government.</p>		
<p>People Make Glasgow Communities Programme</p>	<ul style="list-style-type: none"> • To continue to develop and maintain the PMGC web portal for expressions of interest. • To continue to refine the processes involved in taking expressions of interest to a conclusion. • To develop a standard reporting dashboard for all aspects of the process that can be used in multiple forums. • To develop new and innovative operating models and tenure arrangements to enable rapid deployment. 	<p>R & O</p>	<ul style="list-style-type: none"> • Detailed processes are now in place for the progression of EOIs to completion • Reporting dashboards have been prepared and are regularly updated • A selection of tenure models have been developed ranging from Simple Asset Activation, Permissions to use, Licence to Occupy, leases and freehold disposal. • The PMGC website has been developed for reporting purposes and the first edition of the quarterly newsletter was sent out in early October 2021 • Community engagement remains a bespoke undertaking for each EOI based on sound engagement 	<p>AMBER</p>	<p>This is an ongoing/rolling programme of activity</p>

	<ul style="list-style-type: none"> • To develop a pro-active communications process for PMGC activities. • To develop effective community engagement processes for the development of expressions of interest. • To create a process for decision making where there are competing expressions of interest in an asset. • To successfully enable non-GCC organisations to take operational ownership of GCC services and assets. 		<p>principles. Processes have now been developed that clearly set out the requirements and minimum standards of engagement expected from organisations that are moving through the PMGC process.</p>		
<p>Delivering an ambitious Transformation agenda</p>	<ul style="list-style-type: none"> • Deliver a series of design-led workshops in conjunction with the Centre of Civic Innovation to understand the challenges and opportunities and synergies to redesign the service in a more integrated efficient manner, with a focus on place-based outcomes and data and manage a reduction in staffing levels (due to a combination of attrition/ER/VR) and deliver budget savings targets. • Continue to deliver a range of projects across the data, 	<p>○</p>	<p>Due to Covid 19 restrictions, it has not been possible to hold these design-led workshops as yet as well as the exit from The Tontine building, where these workshops would have been held within the ideal creative workspace. It is expected that these will be diarised once there is a fuller return to the office and creative space has been sourced. The department is still on track to deliver £580k savings due to non-filling of vacancies as staff leave and streamlining processes to reflect this.</p>	<p>GREEN</p>	<p>Deliver £580k budget savings.</p> <p>Deliver all budget savings, milestones and</p>

	<p>design and innovation workstreams that embed new ways of working, solving problems and contribute to successful solutions to priority NRS and wider city challenges aligned to transformation agenda (TA).</p> <ul style="list-style-type: none"> • Deliver a programme of optimised funding opportunities to support current and future service ambitions and priorities. Ensure that robust governance supports these, and match funding, resources and other criteria are appropriately managed in conjunction with corporate funding unit. • Complete all Phase 1 and Phase 2 ERDF Projects to support Transformation agenda satisfactorily. • Develop a Strategy (with supporting business case) for the Centre of Civic Innovation working in partnership with key sector partners across the city and beyond to embed a design-led approach to problem solving, supported by 	<p>The Transformation Plan continues to implement a range of projects using technology and streamlining processes across Planning, Housing, Waste and Transport. These are all in progress and there have been some delays particularly in relation to technology implementations, but these risks are being managed. Many have complex funding arrangements and processes have been put on place to monitor those. A range of innovative solutions have been developed with the Corporate Data team in relation to response to the pandemic; creation of Apps and dashboards. Additional funding continues to be explored and we have been successful in some bids. We are currently awaiting the outcome of the Bloomberg submission.</p> <p>ERDF projects are ongoing and back on track. There are still risks in relation to technology planning and staffing being</p>		<p>targets relating to TA</p> <p>Deliver a plan for funding opportunities and ensure bids completed timeously.</p> <p>Completion of projects, fully spend and claim all funding and sign off approval with appropriate funders.</p> <p>Approved strategy developed fully supported by</p>
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	<p>data, for informed decision making and realigning resources to need- redesigning services with citizens at the heart.</p> <ul style="list-style-type: none"> • Finalise business case, sourcing of funding including identification of resources and implementation of a number of phases of the Master Property System as per agreed timescales. The full rollout of the system is expected to be completed by December 2021 involving a number of stakeholders across a range of departments and ALEOs. • Deliver Transformation programme across NRS to improve outcomes, operational service delivery, efficiency including financial targets across a range of projects working with Operational colleagues and other divisions (Smart waste; Public Sites, Kerbside, Bulk, Integrated Asset Management (Alloy), Alternative Working Patterns). 		<p>charged to the projects, but Project Boards meet regularly and the ERDF Phase 2 extensions to June 2023 have assisted with replanning and timeframes.</p> <p>The Strategy for the CCI is ongoing.</p> <p>This work is behind schedule for the Property Management System due to other priorities and requires resources to be allocated to support the project deliverables. This will be a focus of Q4 of 2021/22</p>		<p>sustainable funding.</p> <p>Fully implemented system to support property budget savings.</p> <p>Financial savings targets and implementation of systems and changes to working practices.</p>
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			<p>In progress and there are major issues in relation to achievement of savings targets this year and previous years. Ongoing discussions with frontline staff and Trade Unions regarding the Alternate Working Patterns is challenging and a replanning exercise will be required as part of the probable exercise and the forthcoming budget process and this was expected to deliver large savings and in the absence of take up /collective bargaining agreement, this is proving challenging. Management are currently looking at all options to deliver this saving.</p>	
Depot Review	<p>In line with the Property and Land Strategy:</p> <ul style="list-style-type: none"> • To create a more efficient and effective depot infrastructure. • To create high quality depot infrastructure. • To consolidate the depot infrastructure and deliver more effective and wide-ranging services. • To create a centre of excellence in vehicle and 	○	<p>A significant amount of progress has been made in the development of the depot review. At the time of writing the following key projects and timelines have been agreed:</p> <p>Easter Queenslie</p> <p>Business case preparation for Easter Queenslie Waste Site – Dec 21</p> <p>Funding and approvals – April 22</p>	<p>This is a rolling 5 – 10-year programme</p>

fleet operation and maintenance (garage, MOT, repairs, inspection, Cleaning, etc.).

- To reduce the overall size of the operational estate.
- To analyse the benefits of vehicle routing strategies vs the use of waste transfer stations.
- To facilitate the establishment of a hydrogen fuel production facility.
- To provide a more effective depot infrastructure for:
 - Storage of vehicles and goods/materials
 - Distribution of goods/materials and equipment
 - Fueling or recharging vehicles and plant
 - Use as touchdown space for all peripatetic council employees
- To undertake interim investments in the estate to ensure ongoing compliance with statutory items and H&S.

Design and Development – Ongoing, Complete by Autumn 22

Commence Construction – Autumn 22

Polmadie

Development of Hydrogen Production Facility – Summer/Autumn 22

Construct “Tipping Loft” – Summer/Autumn 22

Garage Services

Service Development - Garage Services – Ongoing, Complete by Spring 22

Funding and Approvals – April 22

Design and Development – Autumn 22

Commence Construction – Autumn 22

Daldowie

Service Development – Complete by Autumn 22

Appendix 3: NRS Progress against Operational Performance Measures

NRS KEY OPERATIONAL INDICATORS DATA 2019/20 V 2020/21				
Streetscene Indicators	April- March 19- 20	April- March 20- 21	%Change 19/20 v20/21	Current Financial Year 21/22 at 30th September
Overflowing Litter Bins reports received	6719	6882	2%	3594
Street Sweeping requests received	6576	4682	-29%	3099
Flytipping reports received	20684	21697	5%	13,241
Fly tipping reports completed	18425	20805	13%	12,618
% Fly tipping jobs completed within 5 working days	86%	95%	9%	97%
Flytipping reports not actioned due to (duplicate jobs, cancelled by reporter, rejected by service, the incident was no longer there and or didn't exist)	2259	865	-62%	1,054
% of Fly tipping jobs that were not completed due to (duplicate jobs, cancelled by reporter, rejected by service, the incident was no longer there or didn't exist)	11%	4%	-7%	8%
Graffiti	April- March 19- 20	April- March 20- 21	%Change 19/20 v20/21	Current Financial Year 21/22 at 30th September
Number of 'high priority' graffiti incidents reported	495	489	-1%	339
Percentage of 'high priority' graffiti removed within 2 working days	96%	88%	-8%	94%
Percentage of 'general' graffiti removed within 20 working days	100%	65%	-35%	66%

Waste	April- March 19- 20	April- March 20- 21	%Change 19/20 v20/21	Current Financial Year 21/22 at 30th September
Missed Reports for Refuse Collections	35073	34495	-2%	14, 754
Collection Rate %	N/A	99.8%	N/A	99.8%
Number of bins serviced (validated for project purposes)	N/A	753600	N/A	753600
Public Recycling Points enquiries received	677	485	-28%	294
Percentage of household waste recycled	28%	31%	3%	28%
Percentage of total waste collected which is sent for recycling	26%	29%	3%	27%
Parks and Open Spaces	April- March 19- 20	April- March 20- 21	%Change 19/20 v20/21	Current Financial Year 21/22 at 30th September
Number of Parks and Open Space maintained	3,341 ha maintained, inclusive of 87 designated parks.	3,341 ha maintained, inclusive of 87 designated parks.	0% All scheduled maintenance plots had an element of maintenance throughout the year.	3,293 ha maintained, inclusive of 87 designated parks.
Weeding- delittering	849	9	-89%	1
Roads	April- March 19- 20	April- March 20- 21	%Change 19/20 v20/21	Current Financial Year 21/22 at 30th September
Roads Fault Gully Blocked	2406	1789	-26%	1569
Pest	April- March 19- 20	April- March 20- 21	%Change 19/20 v20/21	Current Financial Year 21/22 at 30th September

Rats outdoors	5014	6221	24%	3692
Rats indoors	1523	1382	-9%	735