



**Glasgow City Council**

**Finance and Audit Scrutiny Committee**

**Report by Director of Financial and Business Services**

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**Item 1**

**25th March 2026**

**CAPITAL INVESTMENT PROGRAMME – ANNUAL PERFORMANCE REPORT  
2024/25**

**Purpose of Report:**

To provide the Committee with an update on the performance of the projects that formed part of the Council's Capital Investment Programme during the period 1 April 2024 to 31 March 2025.

**Recommendations:**

The Committee is asked to note the update on the performance of the Capital Investment Programme during 2024/25.

Ward No(s):

Citywide: ✓

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

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## **1. Introduction**

- 1.1 To provide the Committee with an update on the performance of the projects that formed part of the Council's Capital Investment Programme during the period 1 April 2024 to 31 March 2025.

## **2. Background**

### **(a) Capital Investment Programme**

- 2.1 The Council's Capital Investment Programme focuses on a range of assets essential to service delivery and the city's strategic objectives. Key areas include:

- Land and property – new and refurbished schools and care facilities
- Infrastructure – roads, cycleways, waste collection systems, and street lighting
- ICT initiatives – supporting digitalisation and agile working
- Fleet – refurbishment, replacement, and associated infrastructure

- 2.2 These assets play a fundamental role in the delivery of diverse services and outcomes, contributing to the city's ambitions for inclusive economic growth and tackling poverty, poor health, deprivation, and inequality.

### **(b) Capital Programme Board**

- 2.3 The Capital Programme Board (CPB) oversees the effective management and delivery of the Capital Investment Programme. Its remit includes identifying and monitoring available resources across the Council Family to fund the Capital Investment Programme, as approved by the City Administration Committee, and support the successful completion of individual projects within an agreed timescale and budget.

- 2.4 The CPB monitors progress on individual projects within the Capital Programme with a value of £2m and above, or that are of a particularly complex nature, high profile and/or to be delivered in a tight timescale.

- 2.6 The CPB meets on a quarterly basis. Meetings are supported by ongoing liaison between Corporate Governance and Project Teams as well as the provision of six-weekly interim exceptions reports to CPB members. Reporting is based on asset classes noted at Paragraph 2.1.

## **3. Capital Programme Performance Overview**

- 3.1 The section provides an overview of Capital Programme performance during 2024/25 highlighting overall project monitoring information; financial position; key benefits achievements and challenges that may impact on outcomes.

(a) Total Number of Projects Monitored

3.2 During 2024/25, a total of 52 projects (as listed in Appendix 1) were reported to the CPB (54 in 2023/24; 58 in 2022/23; 66 in 2021/22, and 60 in 2020/21). Table 1 illustrates the make-up of this total by asset class.

*Table 1 – Number of Projects by Asset Class*

<b>Asset Class</b>	<b>Number</b>
Land and Property	22
Infrastructure	23
ICT	5
Fleet	2
<b>Total</b>	<b>52</b>

(b) Number of Projects added or closed during period

3.3 Of the 52 projects monitored, 41 were already in progress at the start of 2024/25 having been carried forward from 2023/24. The 11 newly added projects during this financial year were:

- Baillieston Community Hub - The Community Hub will act as a focal point for the delivery of a range of cultural and sporting services designed to promote health and well-being amongst the local community.
- Camlachie Burn - Phase 3 Flood Prevention Scheme: Desilting of Camlachie Burn culvert between Shettleston Road and Biggar Street to increase drainage capacity, facilitate regeneration and reduce flood risk.
- Closed Landfill Critical Infrastructure Works: To invest in new critical infrastructure, such as new leachate collection and treatment systems, which are essential to mitigate environmental risks and ensure the Council remains legally compliant.
- Bin Hub Roll Out: To introduce bins hubs to provide a waste management service to c.70,000 challenging properties throughout the city. This aims to improve service provision, cleanliness of streets and backcourts, and recycling performance.
- LED Street Lighting Investment Proposals: To replace up to 30,000 existing sodium and ceramic lanterns with energy efficient LED lanterns.
- Property Investment Proposals; Investment in a consolidation of property proposals including building management, lighting management and boiler replacement.
- Drumchapel Town Centre Regeneration – To deliver enhanced community facilities, better walking and cycling routes connecting local shops and services, adaptations to address localised flooding and enable new housing and greenspace.
- Emirates Seating Refurbishment: To refurbish the existing retractable seating within the Main Arena and Sports Hall at Emirates Arena.;

- Kelvingrove Art Gallery and Museum External Fabric Refurbishment: To undertake a full external envelope refurbishment of the Port Cochere Entrance at Argyle Street and develop a conservation plan for the building as a whole in a phased format. This will include repairs to the asphalt roofs and roof lanterns; external masonry wall repointing and window repairs; redesign of existing lighting system, and repairs to structural substructure.
- Kerbside Recycling Service: Establishment of a twin-stream kerbside recycling service to properties within Glasgow. This will replace the existing dry mixed service (i.e. blue bin) with a dedicated fibre collection service for cardboard and paper, and a separate collection service for containers such as plastic bottles, cartons, tubs and cans (i.e. new dark grey bin).
- Roads Infrastructure 2024/25 – Carriageway, Footway and Drainage Renewal - will continue to improve the condition of carriageways and footways through the delivery of preventative and corrective treatments.

3.4 8 projects were removed from monitoring during this period following successful completion.

(c) Number and status of projects reported to each meeting

3.5 As part of the quarterly monitoring reports presented to the CPB, each project is allocated an overall status as a key indicator of performance which is derived from assessments of scope, progress, expenditure and realisation of benefits. Project status is defined as:

- Red – behind programme, and/or over budget, behind expenditure profile, and/or not meeting specification with no recovery plan
- Amber – behind programme, and/or over budget, behind expenditure profile, and/or not meeting specification but with a recovery plan
- Green – on programme, and/or on budget/expenditure profile, and/or meeting specification
- Purple – projects are complete/operational pending settlement of final accounts or residual matters
- Grey – where projects have failed to provide a project status report for that period

3.6 Table 2 shows the total number of projects reported to each of the CPB meetings held in 2024/25 and the number at each status.

*Table 2 – Total Number of Projects Reporting at Reporting Period*

Reporting Period	Reporting Status				Total
	Red	Amber	Green	Purple/Complete	
<b>Q1</b>	3	10	26	9	48
<b>Q2</b>	5	5	27	8	45
<b>Q3</b>	5	9	22	7	43
<b>Q4</b>	7	9	21	7	44

(d) Project Performance

3.7 Table 3 below shows project performance and status during 2024/25. Overall, performance in 2024/25 was relatively consistent with 2023/24, with the following key points noted:

- The proportion of projects rated continuously green remains largely unchanged
- The proportion of projects rated continuously red has halved compared with 2023/24
- There has been a reduction in projects remaining continuously amber
- A small number of projects experienced fluctuating RAG ratings including two moved directly between red and green statuses
- There were no nil returns

*Table 3 – Project Performance and Status*

Project Status	2024/25	2023/24
Continuously and exclusively green	19	20
Continuously and exclusively amber	3	6
Only amber or green at some point in the period	7	6
Continuously and exclusively red	3	6
Only red and green at some point in the period	2	0
Red, amber and green at some point in the period	0	0
Both red and amber at some point in the period, not green	3	1
Complete and operational pending FA/ residual matters only all period	15	12
Complete and operational pending FA/ residual and red at some point in the year	0	0
Nil return	0	3
<b>Total</b>	<b>52</b>	<b>54</b>

3.8 Where projects reported red or amber status, this was largely due to delays to initial and revised programmes arising from a range of delivery challenges. These included:

- Inflationary pressures increasing construction costs; difficulties estimating future costs; tenders returning over budget; and delays in securing funding

approvals.

- Challenges with contractors and sub-contractors – including extended commercial discussions, performance issues, and isolated cases of insolvency – also affected delivery timescales.
- Changes in operational requirements or unforeseen works once on site, necessitating adjustments to design, scope and budget.
- Governance, legal, procurement and regulatory matters further contributed to extended timelines for a number of projects.

3.9 Despite these challenges, significant progress has been made in delivering programmed works, minimising the cost to the Council and maintaining development across major projects.

(e) Project Restatements

3.10 Where project teams identify that changes are required beyond agreed projects tolerances, a restatement request may be submitted to the CPB for consideration. Restatements ensure the project accurately reflects revised delivery plans, updated cost estimates and changes in phasing. As a consequence of the delivery challenges outlined above at paragraph 3.8, several projects required restatements to their approved programmes, scope or financial profiles during the year.

3.11 In 2024/25, 10 restatement requests were made across two asset classes (compared with 14 restatement requests in 2023/24 across 3 assets classes): 5 in Property and Land and 5 within Infrastructure. Of which, 6 related to restatement of schedule and 4 related to finance. In total, 8 requests were approved and 2 were declined.

3.12 Table 4 shows the breakdown of these requests by asset class across restatement categories:

*Table 4 – Breakdown by Asset Class and Restatement Categories*

Asset Class	Restatement Categories				Total
	Scope	Schedule	Finance	Benefits	
Property and Land	0	3	2	0	5
Infrastructure	0	3	2	0	5
ICT	0	0	0	0	0
Fleet	0	0	0	0	0
<b>Total</b>	0	6	4	0	10

(f) Project Status as at 31 March 2025

3.13 Of the 52 projects monitored by the CPB as at 31 March 2025:

- 44 projects were still being monitored by the CPB:

- 18 at pre-start stages, including design and procurement (2023/24: 12 projects)
- 19 on site/ ongoing (2023/24: 17 projects)
- 7 had reached practical completion but still had to complete supplementary works and/or the final account (2023/24: 10 projects)
- 8 were completed, were operational and had been removed from monitoring.

3.14 Of the 8 projects that were completed and removed from the monitoring regime:

- 3 projects were completed within budget, schedule and scope
- 3 projects were completed within budget and scope but with a restated schedule
- 1 project was completed within budget and schedule but with a restated scope
- 1 project was completed with a restated budget, schedule and scope

#### 4. Financial Overview

##### (a) Capital Investment Programme Expenditure 2024/25

4.1 Gross expenditure for the Capital Investment Programme in 2024/25 was £119.73m . This represents an increase of £11.6m compared with £108.1m 2023/24. Table 5 shows the level of gross capital expenditure for the last 4 financial years.

*Table 5 – Gross Capital Expenditure Per Year*

<b>Year</b>	<b>Gross Expenditure</b>
2021/22	£145.0m
2022/23	£142.1m
2023/24	£108.1m
2024/25	£119.7m

4.2 Table 6 below shows the distribution of the 2024/25 gross expenditure by Service/ALEO, illustrating that the largest share of investment was within Neighbourhoods, Regeneration and Sustainability (NRS) which accounted for 44.8% of the overall total. The NRS programme includes Property and Land Services investment, part of which supports investment across the other Services.

4.3 HSCP accounts for 21.5% (£25.7m) of capital expenditure, of which £20.0m relates to the recognition of assets acquired through finance leases, these are mainly in relation to temporary homelessness accommodation. This is a technical presentation relating to the adoption of IFRS 16 accounting standard. The remaining £5.7m provides continued investment across the social care assets.

- 4.4 A further 20.0% (£23.9m) relates to City Deal activity, demonstrating the ongoing commitment to large-scale, externally funded regeneration projects. Taken together, these two areas represent over three-quarters of the total capital programme.
- 4.5 Other service areas reflect comparatively smaller but still important elements of capital investment. Service Reform represents 7.2% (£8.66m), supporting ongoing transformation and modernisation activity. Education accounts for 4.6% (£5.49m) , providing continued investment across the school estate. Glasgow Life represents 1.9% (£2.31m), reflecting targeted investment in culture, sport and community facilities.

*Table 6 – Gross Capital Expenditure Split by Service 2024/25*

<b>Service</b>	<b>Amount (£)</b>	<b>Per cent (%)</b>
Glasgow Life	2,312,881	1.9
HSCP	25,727,321	21.5
Service Reform	8,661,775	7.2
Education	5,489,961	4.6
City Deal	23,953,706	20.0
NRS	53,588,957	44.8
<b>Total</b>	<b>119,734,601</b>	<b>100</b>

(b) Financing of Capital Expenditure

- 4.6 The size of the Capital Programme is determined by both the Council's investment priorities and the availability of funds to support these commitments. Capital income is often received for specific projects or purposes thus reducing the net cost to the Council. This includes capital grants from the Scottish and UK Governments as well as contributions from public and private sector partner organisations. The residual net cost to the Council may be funded from borrowing; capital receipts from asset sales; the use of finance leases; the use of fund balances, and the use of revenue funds, known as Capital Funded from Current Revenue (CFCR).
- 4.7 Table 7 illustrates how the capital programme for 2024/25 was financed predominantly through Grants and Contributions, which accounted for 72.2% of total funding. This represents a significant increase when compared with 59.3% in 2023/24
- 4.8 Correspondingly, borrowing requirements reduced sharply. Borrowing in 2023/24 accounted for 29.6% of total financing; however, in 2024/25 the position moved to a net negative 1.8%. This negative net borrowing is a result of phasing of capital income against expenditure.
- 4.9 There was a significant increase in assets acquired through finance leases in 2024/25 accounting for 20.2% compared to 0% in 2023/24. This is mainly due to the adoption of IFRS 16 accounting standard which requires a higher

proportion of our property, vehicle, plant and equipment leased assets to be recognised as finance leases.

- 4.10 Asset sales contribute 6.8%, with smaller contributions from revenue funding (1.2%) and use of funds (1.4%).

*Table 7 – Gross Capital Expenditure Financed by Category 2024/25*

<b>Finance Category</b>	<b>Amount (£)</b>	<b>Per cent (%)</b>
Revenue	1,397,947	1.2
Asset sales	8,096,222	6.8
Use of Funds	1,692,941	1.4
Borrowing	(2,157,721)	-1.8
Grants and Other Contributions	86,459,071	72.2
Assets Acquired under Finance Leases	24,246,141	20.2
<b>Total</b>	<b>119,734,601</b>	<b>100.0</b>

## 5. Benefits and Achievements

- 5.1 The 2024/25 Capital Programme delivered substantial progress across the Property and Land, Infrastructure, ICT and Fleet asset classes, directly supporting the Council's [Strategic Plan 2022 to 2027](#). The programme supported projects that contributed to one or more of the four Grand Challenges as well as strengthened service delivery across the city.
- 5.2 Each of the 52 projects delivered, or is expected to deliver, a range of benefits across education, social care, housing, transport, digital connectivity, the environment, cultural infrastructure and community wellbeing. Examples are outlined below.
- 5.3 Projects contributing to *Grand Challenge 1: Reduce poverty and inequality in our communities* include:
- 4 school and nursery new builds and refurbishments
  - 1 children's residential unit, 1 supported homeless accommodation, 1 care home facility, and 2 integrated facilities for the provision of health and social care services
  - 8 initiatives that improve the cleanliness, safety and accessibility of neighbourhoods and reduce inequalities
- 5.4 The development of new and enhanced facilities plays a vital role in reducing poverty and inequality in our communities by providing better access to quality services and opportunities. A key example within the Property and Land asset class is the refurbishment of the A listed Elder Park Library, which has been transformed into a modern and fully accessible community facility. Works included extensive fabric and performance upgrades, improved accessibility, and new community spaces, creating a sustainable facility that supports education, training, employability and wider community activity.

- 5.5 The Library is now serving residents in one of Glasgow's most disadvantaged areas and has been nationally recognised, winning the Physical Award at the Library EDGE 2025 conference. The project demonstrates how coordinated investment and strong cross-organisational collaboration can achieve meaningful, long-lasting regeneration outcomes.
- 5.6 Across the programme, all projects contribute to *Grand Challenge 2: Increase opportunity and prosperity for all our citizens*. This includes the refurbishment of Elder Park Library as noted above. In addition, contributions include:
- 8 sports and cultural venues;
  - 16 service refurbishment, environmental or public realm related projects.
  - directly or indirectly supporting employment and contracting opportunities for businesses and partners within and beyond the city.
- 5.7 Projects supporting *Grand Challenge 3: Fight the climate emergency in a just transition to a net zero Glasgow* include:
- 5 road and transport related projects;
  - 11 environmental infrastructure projects.
- 5.8 Within Infrastructure asset class, the Active Travel (2022/23 – 2024/25) project contributes to the delivery of The City Network Final Delivery Plan, which sets out Glasgow's commitment to create a safe citywide cycling network and is an essential component in reducing carbon and promoting health and wellbeing. Throughout 2024/25, work progressed across a number of key initiatives such as:
- Secure on-street cycle parking;
  - City Network Delivery;
  - Flourishing Molendinar;
  - East City Way (Phase 5)
  - Re-tendering of the Cycle Hire scheme
- 5.9 Through these initiatives, the project continues to strengthen the city's active travel network, increase accessibility, and support Glasgow's wider ambitions around sustainable, low-carbon transport.
- 5.10 Additionally, significant progress was made across the Fleet asset class as part of the Council's commitment to minimise its carbon footprint and contribute towards the achievement of net zero emissions by 2030 for over 2000 vehicles and plant items as set out in The Fleet Strategy 2020 to 2030.
- 5.11 During 2024/25, Phase 3 of the Fleet Replacement Programme has continued to make progress across a number of initiatives including the procurement and delivery of new Articulated Tractor Units; Lorry Trailers; Refuse Collection vehicles all of which are now in service. Over 1,100 telematics were installed across the fleet as well. Fleet decarbonisation was further supported through

the delivery of 87 new electric vehicles and the installation of over 160 EV charging units supporting 280 charging bays.

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

- 5 digital and information technology projects.
- waste and recycling projects

5.13 Across the ICT asset class, investment has enabled staff to deliver essential services in a sustainable, innovative and efficient way for communities.

5.14 Significant progress has been made in delivery of the Council's Road to Multi Source Strategy (R2MS), a complex long term programme to disaggregate ICT and digital services into five service towers to be re-procured, supported by an in house Service Integration and Management (SIAM) function. Key developments in 2024/25 included:

- Negotiation and agreement of a contract extension with CGI, with a commencement date of 1 April 2025
- Commencement of a Service Modernisation Programme with CGI to enhance service delivery and technology infrastructure
- Investment in ServiceNow Athena, providing the Council with its own IT service management tooling
- Introduction of a Tech Bar and Smart Lockers to improve convenient access to ICT support

5.15 The first service tower (Network Services) was procured in 2024, followed by a complex transition programme to ensure services were ready for commencement with the new provider, Commsworld, on 1 April 2025. An early benefit of this work was delivery of substantial bandwidth upgrades across the Glasgow Health and Social Care Partnership and Glasgow Life estates.

5.16 This work lays strong foundations for further digital modernisation and improved user experience in 2025/26 and continued progression of R2MS.

## 6. Policy and Resource Implications

### Resource Implications:

*Financial:* There are no new financial implications.

*Legal:* There are no new legal implications.

*Personnel:* There are no new personnel implications.

*Procurement:* There are no new procurement implications.

**Council Strategic Plan:** The Capital Investment Programme supports each of the four Grand Challenges in the Council Strategic Plan 2022 to 2027.

**Equality and Socio-Economic Impacts:**

*Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.* No, proposals are contained within the report.

*What are the potential equality impacts as a result of this report?* There are no new direct impacts.

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

**Climate Impacts:**

*Does the proposal support any Climate Plan actions? Please specify:* The report includes some environmental benefits realised through capital investment.

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

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

**Privacy and Data Protection Impacts:**

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

There no new direct impacts

If Yes, please confirm that

a Data Protection Impact Assessment (DPIA) has been carried out

## **7 Recommendations**

- 7.1 The Committee is asked to note the update on the performance of the Capital Investment Programme during 2024/25.

Appendix 1 – Projects monitored by the Capital Programme Board during 2024/25

Land and Property
Baillieston Community Hub
Bereavement Services Refurbishment - Linn
Brighton Place Redevelopment
Burrell Collection
Butterbiggins Children's Unit
Calton Barras Action Plan
Calton Gaelic Primary School
Church Street/Gullane Street Redevelopment
Citizen's Theatre
Drumchapel Town Centre Regeneration
Easter Queenslie Depot Redevelopment
Elder Park Library and Community Centre
Emirates Seating Refurbishment
Kelvingrove Art Gallery and Museum External Fabric Refurbishment
Langside Library
Linburn Academy
Milton Community Hub
Parkhead Library Hub
Pollok Stable Block and Courtyard
Pre-1919 Housing Improvement Strategy
Riverside Care Home
Scotland Street School Refurbishment

Infrastructure
Active Travel (2022/23 – 2024/25)
Camlachie Burn - Phase 3 Flood Prevention Scheme
Carriageway, Footway and Drainage Renewal 2023/24
Carriageway, Footway and Drainage Renewal 2024/25
Climate Action Fund: 20 mph Speed Limit in the in the City
Climate Action Fund: Project Sky Harvest (formerly Solar in Schools)
Closed Landfill Critical Infrastructure Works
Clyde Tunnel Renewal of Carriageway Lighting
Council budget (2024 to 2027) – Bin Hub Roll Out
Council budget (2024 to 2027) - LED Street Lighting Investment Proposals
Council budget (2024 to 2027) - Property Investment Proposals
Flood Prevention Schemes
Govan Cross THI - Phase 2
Kerbside Recycling Service
Parkhead Cross THI/CARS (Phase 2)
Seven Lochs Wetland Park
Strategic Plan for Cycling: Connecting Woodside
Strategic Plan for Cycling: South City Way

Infrastructure
Strategic Public Realm
Street Lighting Investment Programme
Street Lighting Investment Programme (2022-2026)
Tidal Weir Repairs (Phase 2)
Waste Management and Recycling

ICT
Alloy
ERP (SAP Replacement)
LAN & Wi-Fi
Mobile Working
Server Centralisation

Fleet
Fleet Replacement Programme Phase 1
Fleet Replacement Programme Phase 3