

**Appendix B -
Capital Delivery Programme
2023/24 Outturn**

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Capital Programme Outturn – March 2024

1. Introduction

- 1.1 In February 2023 an indicative capital delivery programme of £239.859m was agreed with Cabinet. Subsequently re-profiling of the programme, with the addition of any budget approvals have decreased the in-year programme to £159.135m
- 1.2 The delivery programme is shown in section 2 split by block. This was agreed by service heads as being deliverable, with the understanding that it is an ambitious delivery programme, aiming to deliver schemes already programmed in for delivery this financial year along with, where possible, the delivery of schemes that have slipped from delivery plans in prior years. The project and programme managers were held accountable using the following actions:
- Detailed monitoring of the delivery programme through 2023/24 to ensure variances are reported in a timely manner and a robust level of challenge is provided to programme and project managers to ensure delivery remains on track.
 - Performance reports developed to enable the Capital Finance Team and Capital Board to undertake this monitoring and challenge.

2. Delivery Programme 2023/24

- 2.1 The delivery programme was originally agreed in June 2023. It is made up of the Cabinet agreed 2023/24 budget, updated with any approved decisions and reprofiling since June 2023, and an expected delivery amount for prior year schemes based on prior year slippage. This formed the basis of the monitoring report throughout the year.

The final delivery programme is £159.135m as set out in table 1 below:

Table 1 – 2023/24 Capital delivery programme by block

Service Area	Delivery Programme agreed Feb 23	Changes to planned delivery	Total Delivery Plan for Monitoring
	£m	£m	£m
Schools (including DFC)	29.602	-0.953	28.649
Highways	48.650	-1.698	46.952
Transport	22.001	-3.363	18.638
Externally Funded Schemes	0.934	4.175	5.109
Central Systems & ICT	6.555	-0.543	6.012
Adult Social Care	16.715	1.459	18.174
Corporate - Property	18.500	-8.665	9.835
Economic Development	77.250	-64.566	12.684

East Lancs Levelling Up Fund	0.000	6.783	6.783
Vehicles	4.500	-1.201	3.299
Transforming Cities Fund	15.152	-12.152	3.000
Grand Total	239.859	-80.724	159.135

3. Outturn Summary & Variance Analysis

3.1 The reported outturn variance for the financial year 2023/24 is -£5.296m. A breakdown of the variance to block level is shown in table 2 below.

Table 2 – Summary Capital Delivery programme outturn position 2023/24

Service Area	Total delivery programme for 2023/24	Outturn 2023/24	Variance
	£m	£m	£m
Schools (exc DFC)	26.340	34.310	7.970
Schools DFC	2.309	5.145	2.836
Highways	46.952	44.941	-2.011
Transport	18.638	17.876	-0.762
Externally Funded	5.109	5.216	0.107
Central Systems & ICT	6.012	1.367	-4.645
Adults Social Care	18.173	18.173	0.000
Corporate - Property	9.835	6.990	-2.845
Economic Development	12.684	9.597	-3.087
East Lancs Levelling Up Fund	6.783	2.373	-4.410
Vehicles	3.299	1.323	-1.976
Transforming Cities	3.000	6.527	3.527
Totals	159.135	153.838	-5.296

3.2 This table shows that whilst there are various movements in individual blocks, 96.7% of the overall planned delivery programme was delivered in year.

3.3 Outturn spend for 2023/24 is £153.838m and funded from a combination of borrowing (£26.345m), grants (£110.764m) and contributions (£16.729m).

3.4 The variances are caused by under and overspends, slipped delivery and additional delivery which highlight the changing priorities the Council faces during the year, where schemes at the start of the year are planned for delivery yet during the year can be slipped whilst additional delivery of higher priority projects comes in. The capital programme delivery therefore has to be flexible over the multi-year programme.

4. High value completed schemes

- 4.1 The financial regulations state we are required to prepare an exit report for all projects with a final spend total of £1m or over that have been finally closed down in the financial year.
- 4.2 The following schemes were completed during 2023/24 with a final spend total exceeding £1.000m over the length of the project. The projects that were finally closed in 2023/24 are listed below, other projects have completed in terms of build complete but have financial transactions still outstanding and these will prepare exit reports in later years when they are financially complete and can be finally closed.

Project name – Microsoft Office 365
Original budget - £1.661m
Final outturn - £1.716m

Comments - This project completed a deployment of Microsoft 365 which replaced 'Skype for business' with 'Teams'. Microsoft 365 is now a key service supporting delivery of the councils' statutory and strategic obligations. It is integral to the council's digital-first agenda, enabling online collaboration between council staff and partners. Microsoft 365 is an evergreen platform and new capabilities are continually released improving how staff can use the service to support their work.

Project name – Migration to Oracle Cloud
Original budget - £12.500m
Final outturn - £22.458m

Comments - The council migrated from the unstable and unsupported former Oracle eBusiness suite software and its hardware to the cloud based Fusion system in January 2024. Go-live was delayed for a number of reasons; the capacity to migrate data effectively was compromised as a result of insufficient processing power, the development of integrations from other financial systems was problematic and access to both test and live systems and appropriate reports was not easily achievable. The Council are now operating through the new solution with some efficiencies seen in the financial processing modules. Optimisation of the system across all modules is now being carried out alongside business as usual activity.

Project Name – Skelmersdale rail link
Original budget - £2.000m
Final Outturn - £7.502m

Comments – The Skelmersdale rail link Grip 2 & 3 reports were produced and finalised in 2020/21 and a strategic outline business case was submitted to the DfT in 2021. Following the assessment by the DfT in 2022, the development of a rail link was

rejected. The reason stated was that "the construction of a new line into Skelmersdale does not make a compelling case for prioritisation. This reflects both the high anticipated capital costs of those options, as well as the poor value for money assessment". The expected cost of the whole scheme delivery was quoted at around £300.000m in 2014, with the £7.502m that was actually spent being a combination of preliminary design and business case costs and land purchases.

5. Capital Programme Outturn Detailed Analysis

5.1 The outturn variances by block from the budget for delivery in 2023/24, with comments by programme or significant project are as follows:

Schools (including Devolved Formula Capital (DFC))

5.2 **The Schools capital programme (including DFC) has a 2023/24 delivery plan of £28.649m. Outturn as at 31 March 2024 is £39.455m, a variance of £10.806m from the delivery plan.**

A summary of the programmes within the Schools block is given below.

Basic Need Programme

5.3 The purpose of the basic need programme is to increase school pupil places in targeted areas via grant funded school expansions or new school build projects. The delivery plan for 2023/24 for basic need projects was £17.054m. Outturn expenditure for the year is £23.805m, a variance of £6.751m from the delivery plan.

5.4 There was an expectation of high delivery across basic need schemes in 2023/24, however a conservative delivery plan was entered, with a contingency amount moved into 2024/25 at the time. Great strides were made by colleagues to ensure timely delivery on these projects, and with favourable weather conditions, there was an overall additional delivery of £6.751m in this financial year including spend in advance from 2024/25 plan.

5.5 The new primary school built at the former Higher Standen site in Clitheroe opened to schedule in September 2023. Works progressed well, with the project now in the defects liability period and landscaping work expected in 2024/25, resulting in an additional delivery variance of £0.451m.

5.6 The expansion at Colne Primet academy will progress into 2024/25, with the new build block to be handed over in May 2024 and the contractor leaving the site in October 2024. This project had some unforeseen additional costs due to an issue with works required from United Utilities to discharge planning conditions, resulting in an additional delivery variance of £3.111m.

- 5.7 Works at both Broughton-in-Amounderness CE primary school and the SEN project at Thornton Cleveleys The Willows made great progress, ahead of the conservative delivery estimate and have an additional delivery variance of £0.921m. Works progressed well at Skelmersdale West Lancs High School, with some future proofing works and additional costs incurred due to site access and ground conditions, resulting in additional delivery of £0.330m.
- 5.8 Only one of the 2023/24 commissioned projects is still working through early design and tender approval phases. There was a delay in the works at Lea community primary school caused through planning consent requirements. The project is now on hold, with slipped delivery of -£0.255m.

Condition Programme

- 5.9 The condition programme delivers a variety of grant funded works to address priority condition issues at school buildings. The Condition programme delivery plan for 2023/24 was £9.286m, a reduced forecast following a push on basic need schemes. Outturn expenditure for the year is £9.847m, a variance of £0.561m from the delivery plan.
- 5.10 In year savings totalling -£0.093m were realised across 15 school projects. There is also an expected 2024/25 saving of -£0.275m to be incurred on roof replacement works at Morecambe Sandylands primary school, with costs yet to be finalised. These underspends will be reutilised and used to finance additional schemes in the future.
- 5.11 Work is undertaken during periods of school closure at termly breaks. Many projects progressed well over these breaks, resulting in an overall advanced delivery variance of £0.550m. Roofing works at Fleetwood Flakefleet Primary School saw additional delivery of £0.290m, partially caused by asbestos removal costs being higher than expected and notably due to colleagues efforts to deliver this scheme in a timely manner.
- 5.12 There was a potential risk that results of the reinforced autoclaved aerated concrete (RAAC) surveys could show urgent work required in schools, which would cause a significant impact on the delivery plan. Although risks did not come into fruition this financial year, this is an ongoing risk into 2024/25.

High Needs Programme

- 5.13 The High Needs grant was awarded to LCC to support the provision of new school places and improve existing provision for children with special educational needs and disabilities or requiring alternative provision.
- 5.14 A number of high needs provision projects were added to the capital programme late in the financial year, with works anticipated for 2024/25. Whilst

feasibility studies have started at the majority of sites, a few projects have progressed further, namely work at Kirkham Pear Tree school, causing a total additional delivery variance of £0.658m.

Devolved Formula Capital (DFC)

5.15 The DFC 2023/24 allocation has been passed onto schools, with spend exceeding the delivery plan of £2.309m, resulting in additional delivery of £2.836m this is catch up on prior year underspends.

Highways

5.16 The highways capital programme has a 2023/24 delivery plan of £46.952m. Outturn as at 31 March 2024 is £44.941m, a variance of -£2.011m from the delivery plan.

A summary of the main variances within the block are given below:

- 5.17 During 2023/24 there was a drive to complete a large number of traffic signal refurbishment projects that were still outstanding from previous financial years. Work on these projects has been prioritised and the team set challenging programmes which the contractor has successfully delivered resulting in additional delivery £0.204m.
- 5.18 Due to good weather and contractor availability highways were able to deliver a number of outstanding schemes from previous years within the rural, urban and ABC roads programmes resulting in additional delivery of £2.016m. More schemes in the localised deterioration fund programme have also been delivered resulting in an additional delivery variance of £0.363m. Works within the 2023/24 moss road programme are yet to be programmed which caused slippage of -£0.464m.
- 5.19 Within the structural defects programme, this financial year has seen an increase in the number of structural defects completed compared to previous years across the 12 districts. The Highways department continue to work hard to improve the delivery of the structural defect programme with increasing political focus putting pressure on the programme.
- 5.20 A review of how bridge inspections are carried out has led to a pause in work being commissioned, resulting in slippage of -£0.282m within the bridges programme. Within the bridge maintenance programme construction works at the A6070 Carnforth (previously known as A601(M)) are now planned to start in 2024/25 causing slippage of -£0.435m, and delays to the construction phase at Derby St, Ormskirk have resulted in slippage of -£0.186m.

- 5.21 Within the storm damage programme 3 schemes have slipped whilst drainage solutions and permissions are obtained, totalling -£0.572m of slippage. Works at Ackhurst Lodge are to be reprogrammed to 2024/25 as the opportunity to work in the river has passed, exploratory works at Bank Brow have been completed but construction works are awaiting a drainage solution. Work at Rams Clough Culvert is awaiting the design to be finalised.
- 5.22 Issues with the tender have caused a delay to works on the vehicle restraint barriers programme resulting in slippage of -£0.247m. It is hoped that this can be resolved in early 2024/25 to allow the programme of works to progress.
- 5.23 Issues with contractor availability caused major delays in the 23/24 footway slurry seal programme, which is now due to be delivered in 2024/25, causing a slippage variance of -£0.576m.
- 5.24 The drainage and street lighting programmes have reported an outturn slippage variance of -£0.552m. In December 2023 additional grant was received from the DfT Network North grant award, however some of the works hoped to be carried out in 2023/24 have slipped to 2024/25 due to the practicalities of planning and programming the works at short notice.

Transport

- 5.25 The transport capital programme has a 2023/24 delivery plan of £18.638m. Outturn as at 31 March 2024 is £17.876m, a variance of -£0.762m from the delivery plan.**
- 5.26 Lancashire County Council secured £7.900m funding from the DfT to deliver safer road schemes on proven high-risk routes which had been identified within the county. The final element of the programme currently being delivered will see the installation of average speed cameras on the five most dangerous A roads. The highways team in partnership with Jenoptik had made significant progress towards the delivery plan of £1.900m but some minor issues due to landowner permissions and power connection delays have seen -£0.308m of the work slip into early 2024/25.
- 5.27 Ormskirk eastern gateway is a joint programme with West Lancs borough council and Historic England to replace the bus station building and improve the surrounding environment to encourage visitors and boost the local economy. The programme will increase sustainable travel by providing improved links for pedestrians and cyclists between the bus/ railway stations in addition to Edge Hill university and the hospital. The outturn for the year was £1.097m, with the slippage of -£0.184m for minor work to be resolved in the first quarter of 2024/25.
- 5.28 The bus service improvement plan programme is part of the national bus strategy which sets out a vision to improve bus services in England. A total grant of £10.807m has been received, however only £1.400m of this was included in the delivery plan for 2023/24 as it was forecast that the majority of

the work during 2023/24 would be at the planning stage. A number of the high-profile projects have now been submitted for advertisement/public engagement and this pause in the process saw the outturn drop to £0.751m, causing slipped delivery of -£0.649m, which will be utilised early in the new year as the programme begins to progress at pace.

- 5.29 The public rights of way service (PROW) had an initial delivery budget of £0.502m with a further £0.269m approved and added in October. There were over 30 PROW projects worked on during 2023/24, the largest being the work at Preston's Capitol centre (£0.171m) and reactive and maintenance work on byways and barriers (£0.234m). In total the outturn was £0.949m which created a variance of £0.178m additional delivery.
- 5.30 The M55 Heyhouses link road programme is now forecast to open in quarter 2 of 2024/25, a minor delay due to the inclement weather delaying the final surfacing work. A total of £6.000m was included for the 2023/24 delivery plan to move on from earthworks to construction with the residual funding to be required in 2024/25. Despite the unfavourable conditions, the surfacing operation commenced in March 2024 to facilitate a May 2024 opening for the summer season, revised from the previous July target. This earlier work plus the installation of kerbing and accompanying work on the associated bridleway has created additional delivery of £1.394m.
- 5.31 The initial tranche of active travel funding was received from the DfT in 2020 to encourage shorter journeys to be made safely by foot or cycle creating greener and healthier communities. A figure of £0.800m was added as the delivery plan for 2023/24 to finalise the costs of the Penwortham to Preston cycleway including the newly opened Cyclops roundabout. Progress on Sandylands Morecambe is also progressing following the recent public engagement and in total this created an outturn of £1.048m, a variance of £0.249m of additional delivery. In May of 2023 the programme was awarded a further £5.500m (Active Travel Tranche 4) due to the successes to date and the quality of future plans. This will be spent on extending the Clifton Drive route, the Sagar St Gateway in Nelson and enhancing the East Lancs Cycleway but it is anticipated the majority of this funding may be utilised in 2024/25.

Externally funded Schemes

- 5.32 **The externally funded capital programme has a 2023/24 delivery plan of £5.109m. Outturn as at 31 March 2024 is £5.216m, a variance of £0.107m from the delivery plan.**
- 5.33 The Burnley 'town2turf' project is set to improve pedestrian access from Burnley town centre to Burnley football club area. It is the largest scheme in the externally funded block with a delivery plan figure of £3.265m. The project is progressing well with a variance of £0.522m additional delivery. It has been

noted that there might be a shortfall in funding and so discussions are on-going with the third party to possibly reduce the scope of work. It is expected that the project will now complete in July 2024.

- 5.34 The 'town2turf' public realm project was a section 278 funded scheme created to assist the Burnley 'town2turf' project. It involves 4 traffic signal junctions, of which 1 has been installed and the other 3 are expected to be installed in 2024/25. This delay caused a slippage variance of -£0.162m from the £0.239m delivery plan, with the full slippage amount to be utilised in 2024/25 to assist the completion of the project.
- 5.35 The section 278 highway works project on Lytham Road and Church Road has an outturn of £0.584m, a variance of -£0.152m slipped delivery. It has been advised that the construction of the project was completed in March 2024 however there are currently ongoing refunds that are being resolved from statutory undertakers. The total slippage will be required in 2024/25 to finalise the project and it has been advised that further funding will be potentially required from the developer.

Central Systems and ICT

- 5.36 The central systems and ICT capital programme has a 2023/24 delivery plan of £6.012m. Outturn as at 31 March 2024 is £1.367m, a variance of -£4.645m from the delivery plan.**
- 5.37 The Oracle fusion cloud programme is now live, and the installation work formally closed. Future operations will concentrate on maintenance and continuous improvement and will be recognised as business-as-usual revenue expenditure so the planned capital expenditure for this year including contingencies was not required. This accounts for £2.821m of the variance.
- 5.38 It is now forecast that the social care reform project to upgrade the Lancashire patient records system will progress, in collaboration with the NHS, to upgrade sharing of medical information. A delivery budget of £0.441m was included for 2023/24 with an outturn figure of £0.134m. Completion is expected during 2024/25 using the -£0.307m slipped delivery.
- 5.39 The works on the customer contact centre system have been completed using the full agreed delivery budget of £0.147m. The linked replacement of the Genesys telephony platform utilised £0.543m of its delivery plan of £0.899m, the resultant slippage of -£0.356m is forecast to be required in full throughout 2024/25 for the final installation, testing and enhancements.
- 5.40 The project to upgrade the document handling service hardware, required as the previous system was no longer supported, is now completed. The on-going associated project to upgrade the software had a 2023/24 delivery plan figure

of £0.186m but competing priorities impacted delivery resulting in -£0.136m slipping into 2024/25

Adults

5.41 The adults capital programme has a 2023/24 delivery plan of £18.173m. Outturn as at 31 March 2024 is £18.173m, a variance of £0.000m from the delivery plan.

5.42 The disabled facilities grant (DFG) is Capital funding for the provision of home adaptations to help older and disabled people to live as independently and safely as possible in their homes within Lancashire. The 2023/24 DFG allocation of £18.173m from the Department for Levelling Up, Housing and Communities (DLUHC) was received and successfully distributed to all district councils.

Corporate – Property

5.43 The corporate property capital programme has a 2023/24 delivery plan of £9.835m. Outturn as at 31st March 2024 is £6.990m, a variance of -£2.845m from the delivery plan.

5.44 The operational premises programme has a combined delivery plan of £3.381m. The aim of the programme is to address essential condition and statutory compliance works across the Councils operational buildings portfolio. The programme covered 31 projects in 2023/24 and has an overall reported slipped delivery amount of -£0.747m.

5.45 One of the notable projects within the programme is the bell turret repairs at Preston County Hall building. This project has progressed well during the financial year with an additional delivery variance of £0.450m. This project has been described as 'a moving target' with some investigations required along the way for the extent of the works. Most recently the project is investigating the glazing for the lantern on the roof to ensure the area is safe.

5.46 The project pitched roof placement at Preston Ribblebank day care centre with a delivery plan of £0.030m has a variance an additional delivery variance of £0.287m. The works were originally planned to be phased out over two phases. However, the decision was made to do all works at the same time to reduce the impact on the guest who reside there. The project is now complete and in the defects/liability stage with some final costs falling into 2024/25.

5.47 The where our children live programme is a programme of change to review the current portfolio of childrens homes and to create new homes. The project reinforces the importance of the places and spaces where children who are looked after live. It has a delivery plan of £1.647m and includes 6 projects.

Overall, the programme has a slipped delivery variance of -£0.673m which was due to some changes to the original plans causing major delays. However, it is now planned that these works will be carried out in 2024/25 and it is also noted that the scheme is due to receive some additional funding in 2024/25.

- 5.48 The electric vehicles charging points programme had a delivery plan of £0.469m and an overall variance of -£0.099m slipped delivery over the 13 projects. As part of the move to zero emissions in Lancashire and use of electric vehicles, the services that will use them need an efficient and effective way to charge them, and therefore on-site charging infrastructure is required at the offices and depots where the vehicles will be based and regularly visit. A large number of the projects completed in 2023/24 but a few expected to complete in 2024/25.
- 5.49 The Bowgreave rise residential care home project with a delivery plan of £0.933m proposes to increase affordable extra care schemes for older people in addition to supported housing apartments for younger adults with disabilities. The construction has now come to an end and the property is currently being utilised. The project has a slipped delivery variance of -£0.023m with this slippage to cover any final costs which will fall into 2024/25.
- 5.50 The works to operational premises programme has a delivery plan of £1.587m and an overall variance slipped delivery variance of -£0.879m. This programme covers 22 projects, with the aim of the programme to begin to address essential repair and maintenance works, fire risk assessment and statutory compliance remedial works across the operational building's portfolio. The slippage variance across the programme is due to other priorities coming forward during the year and as a result a number of the projects did not commence as expected in 2023/24. These projects are still planned for delivery, which is now expected during 2024/25.
- 5.51 The 'Reimagining the Harris' project had a delivery plan of £0.125m. It has an outturn figure of £0.250m and an additional delivery variance of £0.125m, this is due to a contribution payment to Preston city council being made ahead of expectations towards the end 2023/24 rather than early 2024/25. The project is due to complete at the end of 2024/25.
- 5.52 The Lancashire County council building programme with a delivery plan of £1.598m has an overall variance of -£0.533m slipped delivery, again due to other priorities coming forward during the year. The programme contains over 50 projects, with the aim to address a phase of high priority building condition repairs and statutory programmes of remedial works to the operational premises portfolio. One notable project within this programme includes the internal reinforced concrete floor replacement and repairs in Preston waste transfer station. This project had a delivery plan of £0.239m and is on track to complete imminently. The project has a variance of -£0.134m slipped delivery which will cover any final costs in 2024/25.

Economic Development

5.53 The economic development capital programme has a 2023/24 delivery plan of £12.684m. Outturn as at 31 March 2024 is £9.597m, a variance of -£3.087m from the delivery plan.

- 5.54 The Farington programme which in partnership with Lancashire cricket club will see the site host a number of county level cricket matches and become the centre of excellence for women's cricket in Lancashire. The site will include two full size pitches, the second of which alongside training purposes, will be used for community benefits including hosting schools, recreational and Lancashire's disability team fixtures. At the beginning of the year final planning approval was yet to be approved and a prudent delivery budget of just £1.702m was included to undertake further necessary planning and the initial site clearance. Ultimately, approval had to be referred to the Secretary of State as the site proposed was classified as green belt, but since approval was granted late in quarter 3, work has begun at a pace, incurring £2.548m of expenditure and creating additional delivery of £0.846m.
- 5.55 Similarly, the revised planning application for the Lancashire central project at Cuerden was approved in quarter 3 of 2023/24. This allowed work to commence on the site in conjunction with LCC's development partner Maple Grove (Eric Wright Group). The LCC owned site with its proximity to three major motorways is seen as an ideal location to develop opportunities for warehousing and logistics that could create up to 5600 new jobs. The programme had an agreed delivery plan of £2.031m but the delayed commencement coupled with the inclement weather resulted in expenditure for the year of just £1.338m, giving a slipped delivery variance of -£0.693m.
- 5.56 The grant funded low carbon investment projects had a delivery plan of £0.463m as work progresses to identify energy savings options in council buildings. Works will also include the early implementation of low carbon technologies as examples at key development sites including Lancashire central and Samlesbury enterprise zone, and installation of additional electric vehicle charging points. Delays with heat pump installers have been resolved and it is anticipated that all projects will soon have a signed grant funding agreement with installation to be completed in 2024/25. Due to the delays, only £0.019m was spent in 2023/24 with the slippage of -£0.444m forecast to be fully utilised in 2024/25.
- 5.57 Samlesbury enterprise zone will be a national centre of excellence for manufacturing and production, research and development, and logistics offering up to 1million sq feet of specialist accommodation. Earthworks on zone C are on-going with those in zone B commencing in April 2024. The access to Zone D is now finalised with the ecology work to follow and utilities plans for the site are nearing completion. An initial delivery budget of £6.500m was agreed for 2023/24 but the weather has had significant effects on the

earthworks along with the additional problems of the coal tar discovery. The in-year expenditure of £3.528m has created a slippage variance of -£2.972m, all of which is forecast to be utilised in 2024/25.

East Lancashire levelling up fund (East Lancs LUF)

5.58 The East Lancashire LUF capital programme has a 2023/24 delivery plan of £6.783m. Outturn as at 31 March 2024 is £2.373m, a variance of -£4.410m from the delivery plan.

5.59 The East Lancashire LUF is a programme of works agreed in January 2023 as part of the national levelling up programme. Work in 2024/25 will be focused on development and case-making work as agreed with the Department for Levelling Up, Housing and Communities (DLUHC), with a full business case to be submitted in November 2024 which will support the wider programme of c£50.000m. If the business case is approved, the delivery of this will be in later years and added onto the delivery plan when agreed and as per the agreed delivery profile.

Vehicles

5.60 The vehicles capital programme has a 2023/24 delivery plan of £3.299m. Outturn as at 31 March 2024 is £1.323m, a variance of -£1.976m from the delivery plan.

5.61 The 2023/24 vehicle replacement programme has overseen the delivery of 33 vans, 7 JCB telehandlers, 4 salt spreading vehicle attachments, 3 all-terrain rotary mowers, 2 cars and 1 pickup truck.

5.62 Delays caused by procurement issues and manufacturing process delays has caused a slippage variance of -£2.022m. Among the delays were 10 Renault master minibuses, 4 Arborist tippers and a number of electric vehicles which are all expected to be delivered and in service during 2024/25.

5.63 Additional delivery of £0.046m was incurred due to unplanned salt-bed spreading equipment purchases during the winter months. This was utilised from previously unspent budget but had not been expected to be used in this financial year.

5.64 Worldwide procurement and manufacturing issues still ongoing from the covid pandemic and Brexit, as well as issues due to the ongoing war in Ukraine have directly impacted the delivery of vehicles on order in 2023/24. The supply chain position is now beginning to ease with a substantial number of orders placed in 2023/24 expected to be delivered in 2024/25.

Transforming Cities Fund (TCF)

5.65 The TCF capital programme has a 2023/24 delivery plan of £3.000m. Outturn as at 31 March 2024 is £6.527m, a variance of £3.527m from the delivery plan.

5.66 Great strides were made in delivery on the transforming ringway project which has led to over-performance against the expected delivery plan. This element of the programme is now almost complete but will extend into 2024/25 financial year. Forecasts remain on track to remain within original budget.

5.67 Design development work to underpin the full business case for the Cottam parkway project got under way in quarter 4 but with relatively modest spend. This activity will accelerate markedly from quarter 1 2024/25 onwards with the teams now in place and funding secured and allocated into project budgets. There remains no agreement yet on the funding of the full delivery of this project due to the timescales anticipated for delivery no longer being in-line with the TCF programme but alternative options are being considered.

5.68 Delivery of the technology package is also now well under way with a number of key software packages having been procured in quarter 4. A programme of upgrades to traffic signal infrastructure is under way and programmed for delivery in 2024/25. In addition the multi operator ticketing scheme received a soft launch.

5.69 Both the transforming ringway and technology package projects will complete in 2024/25. Full delivery of the Cottam Parkway scheme will now extend out to 2027/28 subject to the revised full funding package being assembled.

6. Capital Programme 2024/25 and next steps:

Introduction

6.1 In February 2024 an indicative Capital Delivery Programme of £198.524m was agreed with Cabinet. This delivery programme figure has been revisited and, following confirmation of the final 2023/24 slipped delivery figures, subsequently approved additions and re-profiling of the programme to take account of the resource requirements have decreased the in-year programme to £184.328m. This delivery programme is therefore best used to monitor in year delivery against a multi-year budget. This amended figure will form the basis of the capital programme monitoring throughout the financial year.

The programme as approved at February 2024 was:

Service Area	24/25 delivery plan	25/26 delivery plan	26/27 delivery plan
Schools (excl DFC)	30.429	29.068	21.514
Schools (DFC)	2.388	2.429	2.400
Highways	51.129	50.713	48.772
Transport	27.889	12.101	11.439
Externally Funded	3.137	0.000	0.000
Central Systems & ICT	2.596	0.800	0.000
Adults	18.174	18.174	18.174
Corporate - Property	10.513	4.002	0.000
Economic Development	35.270	49.561	14.200
East Lancs levelling up fund	10.000	36.000	5.000
Vehicles	4.000	4.000	4.000
Transforming Cities Fund	3.000	0.000	0.000
Totals	198.524	206.848	125.500

6.2 Approvals since the council meeting and reprofiling decisions taken by services following slippage in the 2023/24 programme mean the delivery plan for 2024/25 is now and this will form the basis for the capital monitoring for 2024/25 for Q1 onwards.

2024/25 Delivery programme				
Service Area	FEB24 submitted delivery plan	Additional approvals	Reprofiling to later years	MAY24 submitted delivery plan
Schools (excl DFC)	30.429	4.087	-1.327	33.189
Schools (DFC)	2.388		0.772	3.160
Highways	51.129		3.501	54.630
Transport	27.888		-9.894	17.994
Externally Funded	3.137		-1.156	1.981
Central Systems & ICT	2.596		-1.379	1.217
Adults	18.174	0.058		18.232
Corporate - Property	10.513		-0.076	10.437
Economic Development	35.270		-7.792	27.478
East Lancs levelling up fund	10.000		-5.590	4.410
Vehicles	4.000		-0.080	3.920
Transforming Cities Fund	3.000		4.680	7.680
Totals	198.524	4.145	-18.341	184.328



6.3 The key projects to be delivered in 2024/25 are:

- Completion of the new M55 link road to improve motorway access to the Fylde coast.
- Investment as part of the East Lancashire levelling up fund.
- Continuing works on the Salmesbury Enterprise zone, which will be a national centre of excellence for advanced engineering.
- Large scale investment into the Council's bus programme to improve bus journeys across the county.
- Progression of the Farington Cricket scheme to develop a state-of-the-art cricket facility in the area.
- An earmarked budget of £10.000m for highways structural defect programme.

6.4 The new amended 3 year delivery plan is now:

Service Area	24/25 delivery plan	25/26 delivery plan	26/27 delivery plan
Schools (excl DFC)	33.189	43.381	51.584
Schools (DFC)	3.160	2.989	2.266
Highways	54.630	53.959	50.409
Transport	17.994	24.221	4.343
Externally Funded	1.981	0.188	0.000
Central Systems & ICT	1.217	0.000	0.000
Adults	18.232	18.232	18.232
Corporate - Property	10.437	7.454	6.000
Economic Development	27.478	17.516	10.000
East Lancs levelling up fund	4.410	0.000	0.000
Vehicles	3.920	4.000	4.000
Transforming Cities Fund	7.680	0.000	0.000
Totals	184.328	171.939	146.834

6.5 The funding by year is:

Service Area	24/25 funding	25/26 funding	26/27 funding
Borrowing	44.241	41.455	34.664
Grant	120.262	124.823	97.050
Contributions	19.825	5.660	15.120
Totals	184.328	171.939	146.834

- 6.6 The Capital Strategy sets a borrowing limit of £50m per year as a parameter for controlling revenue costs of borrowing for capital works. It allows for short term borrowing which the scheme will repay, either through savings or income generation, to be excluded from the limit.
- 6.7 Using the above delivery programme and adjusting for approved borrowing for ICT and Property for which the detailed programmes are not yet complete; and the amounts of borrowing which are to be excluded from the headroom calculation based on being repaid back over the long term gives a budget head room position of:

	2024-25 funding	2025-26 funding	2026-27 funding
Borrowing per delivery programme	44.241	41.455	34.664
Plus			
ICT	3.000	3.000	3.000
Property	10.000	10.000	10.000
Sub Total Borrowing commitment	57.241	54.455	47.664
Less			
Borrowing excluded as due to be repaid	10.244	10.000	10.000
Total Borrowing Commitment	46.997	44.455	37.664
Headroom	50.000	50.000	50.000
Available to commit	3.003	5.545	12.336

- 6.8 The recent announcement of Local Transport Funding of £494m over 7 years could be used to reduce some of this borrowing commitment where the schemes are highways or transport related. This would increase the available funds to be borrowed for programmes where no additional funding is available and still remain within the £50m capped head room as per the Capital Strategy. Further updates on this will be available once the timing of the payments of the funding are confirmed.
- 6.9 Going forward, during 2024/25, the Capital finance team is aiming to:

- a) Continue to utilise new Oracle Fusion and PPMS functionality to improve reporting methods.
- b) Redesign working processes to utilise the strict budgetary control features in Fusion, whilst putting minimal impact on service delivery.
- c) Work closely with project managers to mitigate risks of overspends and to help flag up previously approved funding which could be reutilised rather than seeking approval for new and additional funding.
- d) Continue to develop the new capital board approval process to allow for quick approval turnarounds to help mitigate additional cost pressures due to approval delays.
- e) Prioritise requests for new capital using set criteria and develop the 2025/26 and onwards capital programme and borrowing requirements.
- f) Work with ICT to ensure the upcoming potential new system solutions for HAMS and PPMS are fit for purpose and take advantage of any efficiencies presented.

6.10 The project and programme managers will be held accountable using the following actions:

- Detailed monitoring of the delivery programme throughout 2024/25 to ensure variances are reported in a timely manner and a robust level of challenge is provided to programme and project managers to ensure delivery remains on track.
- Monitoring of projects to measure the on-going effect of price increases between project design and project delivery.
- Performance reports developed to enable the capital board to undertake this monitoring and challenge.
- Redesigned capital board process to put tighter controls on approvals.

7. Risks to the Delivery Programme

- 7.1 Specific risks to delivery within each individual reporting block are given in the narrative in section 4, however the continual increase of cost for materials and labour are a large risk across the capital programme. The likelihood of further price increases remains high and uncertain and will therefore have an effect on the cost of delivery which will also then have a knock on effect for the number of projects that can be delivered within funding constraints.
- 7.2 Further risk to the delivery programme for 2024/25 onwards is the increasing interest rates causing borrowing costs to rise. Certain elements of the Capital programme are financed through borrowing, and the drive to reduce borrowing costs to then reduce the ongoing interest payment costs to the Council means that there may be a reduction in the number of schemes that can be delivered.
- 7.3 The delivery plan figures have been produced based on current (2024/25 quarter 1) prices. Costs and forecasts will be monitored throughout the year to ensure overspend risks are identified, and additional funding where required

can be requested as soon as possible to ensure limited delays in project delivery.

8. Detailed Narrative Delivery Programme 2024/25

Schools

8.1 The schools capital programme (including devolved formula capital (DFC)) has a 2024/25 delivery plan of £36.349m.

The schools capital programme is split into five sections summarised below.

8.2 The basic need programme 2024/25 delivery plan has 25 projects totalling £17.737m. Of these 25 projects, 7 are complete and the delivery plan figure refers to potential defects and final retention payments. There are 8 projects currently under construction which include the expansions at Colne Primet and Billington St Augustine's High. The remaining 10 projects in the delivery plan are newly commissioned projects which are still working through early design and tender approval phases. A delivery plan of £9.846m is included for these schemes based on the delivery timeframe set for them at the outset. A number of these projects are key to the basic need programme, with a number being carried out via a diocese which decreases the risk of overspend as funding is covered via a legal agreement. There is a risk around the delivery of these projects with delays including supply chain issues, prohibitive tender returns, contractor unavailability and poor site conditions. Longridge High School has a risk of overspend due to significant additional structural build required at the school and Clitheroe Royal Grammar currently has a 5 week delay to programme, with plans in place to try and reduce further slippage. A conservative delivery plan has been entered due to the risks above, with a contingency amount moved into the following year.

8.3 The condition programme has a 2024/25 delivery plan totalling £9.936m over 152 projects. This delivery plan figure does not include 2024/25 schemes agreed by cabinet due to the 2024/25 school condition grant allocation from DfE being unconfirmed. If the grant received is lower than anticipated, then the programme of works agreed by cabinet will need to be adjusted in 2024/25 and future years. Once the grant figure from DfE is confirmed it is expected another £3.577m will be added to the delivery to fund additional 2024/25 schemes. Performance to the delivery plan will be refined during the year as work programmes are developed and finalised. It is not unusual for some schemes to slip into the following year pending further preparatory work or funding requests if required.

8.4 The high needs grant has been awarded to LCC to support the provision of new school places and improve existing provision for children with special educational needs and disabilities or requiring alternative provision. The

delivery plan for 2024/25 on high needs projects is £2.996m across 9 schemes. These schemes remain in the early phases but are expected to deliver most of the work in 2024/25. There is a potential of more schemes to be added to this programme during the year to utilise the grant. Key schemes within this programme are the extension at Skelmersdale West Lancashire community high school (providing up to 20 further places) where the biggest risk is completion time as this is needed for the new school term in September; and Chorley Mayfield special school where a temporary double classroom is being built to accommodate 20 places rather than the original planned 10 places.

- 8.5 The devolved formula capital grant (DFC) is allocated to schools on a formula basis by the department for education in order for schools to spend on capital projects within expenditure guidelines. The DFC 2024/25 delivery plan is set at £3.160m. It is expected this grant will continue into future years, however if this is not received the programme of works may need to be adjusted in future years. The 2024/25 spend will be funded through prior years unspent grant and so shouldn't be affected by this.
- 8.6 The council have been awarded a £2.520m Childcare expansion grant from DfE covering wraparound childcare (£0.504m) and early year expansion (£2.016m). This grant has been awarded to support schools, nurseries and childcare providers to fulfil the statutory duty to provide sufficient childcare for working families. Expressions of interest are to be made by early June, with applications to be accepted over summer in time programme implementation in September 2024.
- 8.7 For 2024/25 and 2025/26, the agreed basic need grant allocation has dropped significantly which may cause issues for strategic planning, as the demand for school places has not decreased in line with this. There is limited remaining grant unspent from prior years, and so potential savings and other funding options will need to be discussed and utilised to support future year projects. On all school projects, there is risk regarding supply chain issues, competitive pricing, contractor unavailability and unfavourable weather conditions that could hinder progress on these schemes.

Highways

8.8 The Highways capital programme has a 2024/25 delivery plan of £54.630m.

- 8.9 Within the highways programme there are over 600 schemes that will either be designed or constructed during 2024/25 with more to be added as work is programmed over the next few months.
- 8.10 The delivery programme includes plans to invest over £11.600m on Lancashire roads on schemes such as pre-patching, surface dressing and resurfacing,

some of these schemes will be recycling schemes which will result in carbon savings. Over £5.500m has been allocated for maintenance to bridges and structures including bridge inspections and another £5.000m is planned for construction works at Higher North road bridge in Carnforth including de-specialisation of the A601(M). In 2024/25 the authority is investing over £4.126m on street lighting including structural testing and replacing corroded columns and £0.851m on improving footways.

- 8.11 Drainage works estimated at £1.961m are planned and storm damage works continue valued at £0.475m. These works are difficult to plan and often are dependent on environmental constraints such as only being able to work in rivers at certain times of the year. In February 2021, an additional £5.000m for flood prevention work was approved, it is estimated that £0.200m of this will be delivered during 2024/25, focusing mainly on work on flood defences in areas that are most liable to repeat flooding. Of the additional £2.000m awarded for walking and cycling programmes, £0.495m has been programmed for completion this year. Other works amounting to £3.228m are programmed for traffic signals, vehicle restraint barriers, core testing of roads and other smaller planned maintenance programmes. A delivery plan figure of £10.000m has been earmarked for reactive maintenance during the financial year.
- 8.12 On 4 October 2023, the government announced additional highways maintenance funding over the period 2023 to 2033 for local road resurfacing and wider maintenance activity on the local highway network across the county. From this extra funding, Lancashire was awarded £3.661m for 2023/24 and £3.661m for 2024/25. The delivery plan includes plans to spend £6.128m of this on drainage, patching and street lighting.
- 8.13 Over the winter, structural defect numbers reached unprecedented levels with over 51,000 defects identified from January 2024 to the end of April 2024. Although new ways of working were introduced in April 2022 and costs per structural defect are at their lowest, the forecast number of defect repairs for 2024/25 could be as high as 125,000 based on current trends should highway deterioration continue to be impacted by severe weather. Increased resources are in place countywide to tackle the current demand and this level of resource is likely to be required all year.
- 8.14 In future years, the delivery plan for 2025/26 will be the first year of the 3rd phase of the transport asset management plan (TAMP). The focus of the highways delivery plan over the past few years has predominantly been on maintaining ABC road condition whilst addressing the backlog on the residential urban unclassified network, with a gradual increase in funding for street lighting column replacement. The progress with phase 2 of the TAMP is currently being reviewed before the phase 3 priorities are set. This is dependent on the level of grant from the department for transport being at a similar level to what has been

received over the last few years. Phase 2 of the TAMP runs from 2022/23 to 2024/25 with a gradual shift to phase 3 in 2025/26.

- 8.15 There are risks to delivery of the programme, one being the availability of suitable sub-contractors to deliver some of the work. The weather is also a risk, the uncertainty over weather forecasting means planning and budgeting for certain programmes is difficult, but it also impacts on road repairs as certain types of treatment can only be done within specific temperature ranges.

Transport

8.16 The Transport capital programme has a 2024/25 delivery plan of £17.994m.

A summary of the main Programmes within the block is given below.

- 8.17 The ormskirk eastern gateway is a joint programme with West Lancashire borough council and Historic England which saw the replacement of the bus station building and redevelopment of the surrounding areas. The Programme of works is nearly completed and the remaining budget of £0.484m will be utilised in 2024/25 for final settlements and retention fees.
- 8.18 Lancashire County Council previously secured full funding for 5 route lengths during the second round of the safer road fund bid process. The majority of the work on the installation of average speed cameras at the agreed sites has been completed but minor issues with landowner permissions and a delay in power connection have led to the final £1.000m of the works being brought into the 2024/25 delivery plan.
- 8.19 The programme of works for the M55 Heyhouses link road will improve links between the motorway network and the Lytham St Annes area and is forecast to open in Q1 of 2024/25. The new dual carriageway will relieve the current congestion upon the smaller routes in the area and create a link to the Blackpool airport enterprise zone in addition to supporting tourism. This large scheme is a collaboration delivered by LCC with contributions from Fylde borough council Highways England, the NPIF Grant, the Lancashire enterprise partnership and 3rd party Developers. £6.500m has been included in the 2024/25 delivery plan to complete the works on the project.
- 8.20 A delivery budget of £0.750m has been agreed for 2024/25 to continue to settle land disputes for the Heysham Bay Gateway road project. There is a potential risk of these settlement amounts increasing but this is being monitored.
- 8.21 An initial delivery plan of £0.500m has been set for the cycling safety schemes concentrating on prior year schemes that have suffered delays. The project to install red light cameras at sites with cycle collisions and red-light contravention

issues is forecast to be finalised (£0.226m) and work will continue and the new toucan crossing facility on Barkerhouse Lane (£0.183m).

- 8.22 The bus service improvement plan aims to reduce bus journey times, whilst ensuring more timely, frequent services and provide improved traveller information. The programme will receive a grant of £20.997m for 2022/23 to 2024/25 targeting increased passenger satisfaction and a return to pre pandemic user numbers. A figure of £5.008m of the grant has been included in the 2024/25 delivery plan.
- 8.23 The recurring delivery budget of £0.500m for road safety projects has been established for 2024/25. The focus in 2024/25 will be to complete outstanding schemes in progress and the reallocation of savings into new projects. Also, within this programme will be the safety works to the coastal road between Morecambe and Bolton le Sands, which aims to lower the risk of collision and improve traffic flow, the two-year project has a budget of £1.098m.
- 8.24 Due to the success of previous active travel schemes, LCC was awarded further capital funding from the DFT of £5.281m to continue the active travel programme, designed to encourage the public to undertake more local journeys by foot or bike. In 2024/25 it is forecast that the extension to the Clifton Drive cycleway will be completed (£0.871m) and work will proceed on further extending the East Lancashire strategic cycleway (£0.698m).

Externally funded schemes

- 8.25 The externally funded schemes capital programme has a 2024/25 delivery plan of £1.981m.**
- 8.26 The largest project in the 2024/25 delivery plan is the Burnley 'Town2Turf' project which has a delivery plan of £0.710m which is due to complete in July 2024. There are also two smaller projects s278 funded projects that are assisting the Town2Turf project designed to improve the public realm in the area and to decommission the Centenary Way subway. These have a combined delivery plan of £0.380m. These projects will also complete in July 2024 with no risks currently noted.
- 8.27 The Catforth village scheme is a new project with a delivery plan of £0.188m. The project is due to complete early 2025/26. It's been advised that the main risks associated to the project, which could subsequently cause delays, are if any objections are made against the project. The project would also need to work around the school holidays to circumvent disruption but in turn this could mean progress could be delayed. Operations availability could also be a factor causing delays to start times.

- 8.28 There are standard risks that could impact any of the externally funded projects. Such risks include supply chain issues, competitive prices and unfavourable weather conditions. Any of these issues could hinder the projects progress.
- 8.29 Delivery of any new schemes will be agreed with developers and added to the delivery plan as and when the project comes to fruition.

Central Systems & ICT

- 8.30 The Central systems & ICT capital programme has a 2024/25 delivery plan of £1.217m.**
- 8.31 Completion of the social care reform project to upgrade the Lancashire patient records system will progress in collaboration with the NHS to improve sharing of information. It is forecast that the remaining £0.309m will be fully utilised in 2024/25 to finalise the project.
- 8.32 The works on the telephony platform at the customer contact centre will utilise the £0.356m that has slipped from 2023/24 in addition to the £0.348m already apportioned for 2024/25 spending £0.704m to complete the upgrade.
- 8.33 The on-going document handling project to upgrade the software has a delivery plan of £0.144m and is forecast to be finalised in 2024/25. Similarly, the remaining Libraries ICT project has its residual £0.054m budget as this year's delivery plan and is also forecast to be completed in 2024/25.
- 8.34 There are a couple of system improvement projects in the pipeline, including the replacement of the highways asset management system, and these will be added into the delivery plan in year once the final approvals have been made.

Adult Social Care

- 8.35 The Adult social care capital programme has a 2024/25 delivery plan of £18.232m.**
- 8.36 The disabled facilities grant is capital funding for the provision of home adaptations to help older and disabled people to live as independently and safely as possible in their homes. This year the allocation from the DLUHC for Lancashire has been increased to £18.232m which will be fully passported to district councils to distribute. There is minimal risk of policy change as LCC have already received the award confirmation and the funding should arrive shortly.

Corporate Property

- 8.37 The corporate property capital programme has a 2024/25 delivery plan of £10.437m.**



- 8.38 The 'Where our children live' programme is a strategy set to reshape children's residential provision. It has a total delivery plan for 2024/25 of £4.792m which is allocated over several projects. It is expected to receive additional funding in 2024/25 for planned works which has been included in the delivery plan. Some of this work will be completed and delivered in 2024/25, however, it is currently expected the project will run over 4 years. It has also been noted that some of the 2023/24 works that were put on hold will now be delivered in 2024/25.
- 8.39 The electric vehicles charging points scheme with a delivery plan of £0.222 for 2024/25 is due to complete within year. As part of the move to zero emissions in Lancashire and use of electric vehicles, the services that will use them need an efficient and effective way to charge them, and therefore on-site charging infrastructure is required at the offices and depots where the vehicles will be based and regularly visit.
- 8.40 Operational premises has a combined delivery plan of £3.403m. The aim of the programme is to address essential condition and statutory compliance works across the operational building's portfolio. This programme covers 61 projects. Most notably the pitched roof works at Preston County Hall project with a delivery plan of £0.313m which is currently in the construction stage. It has been advised that scaffolding has been removed and a handover meeting was scheduled for early May 2024.
- 8.41 The Lancashire County Council building programme has a delivery plan of £0.745m for 2024/25. The programme's objective is to address a phase of high priority building condition repairs and statutory programmes of remedial works to the operational premises portfolio. The programme is currently made up of 14 projects.
- 8.42 The works to operational premises programme has a delivery plan of £0.814m. The programme will address essential repair and maintenance works, fire risk assessment and statutory compliance remedial works across the operational building's portfolio.

Economic Development

- 8.43 The economic development capital programme has a 2024/25 delivery plan of £27.478m.**
- 8.44 Samlesbury enterprise zone will be a national centre of excellence for manufacturing and production, research and development and logistics offering up to 1million sqft of specialist accommodation. It is forecast that earthworks previously delayed will be completed by quarter 2 and move on to the associated utilities and foul drainage. A delivery budget of £9.000m has been agreed for 2024/25 which includes £4.500m for the purchase of land from BAE.

- 8.45 The Farington cricket facility in partnership with Lancashire Cricket Club was given its final approval late in 2023/24 and is forecast to progress quickly with earthworks the main focus of the work in 2024/25. A delivery plan of £11.190m is in place for 2024/25 for the groundworks on the pitch and surrounding areas, including the drainage and utilities which will make up phase 1 of the Programme. The second phase will consist of the related infrastructure including the pavilion, gym and training facilities which will utilise the remaining £4.290m. A target of 19 months is estimated for the site to be in use, with the first matches to take place in the in the 2025 season.
- 8.46 Revised plans have now been approved for the Lancashire Central site at Cuerden in conjunction with Maple Grove developments. The LCC owned site with its proximity to three major motorways is seen as an ideal location to develop opportunities for warehousing and logistics creating up to 5600 new jobs with additional housing and cycling/pedestrian links. A prudent delivery budget of £6.000m has been agreed for 2024/25 for revised planning and works to commence with the 2025/26 budget forecast to rise to £10.000m.
- 8.47 The grant funded 'low carbon investment projects' to implement energy savings options in council buildings has a delivery budget of £0.981m. After a protracted start, contracts are now in place for the majority of the larger projects and in the pipeline for those remaining.

East Lancashire Levelling Up Fund (East Lancashire LUF)

- 8.48 The East Lancashire LUF capital programme has a 2024/25 delivery plan of £4.410m.**
- 8.49 The East Lancashire LUF is a programme of works agreed in January 2023 as part of the national levelling up programme. Work in 2024/25 will be focused on development and case-making work as agreed with the Department for Levelling Up, Housing and Communities (DLUHC), with a full business case to be submitted in November 2024 which will support the wider programme of c£50.000m. If the business case is approved, the delivery of this will be in later years and added onto the delivery plan when agreed and as per the agreed delivery profile.

Vehicles

- 8.50 The vehicles capital programme has a 2024/25 delivery plan of £3.920m.**
- 8.51 The delivery plan for 2024/25 continues to deliver LCC's vehicle replacement strategy to ensure that all LCC owned vehicles are fit for purpose and repaired or replaced at the most cost-effective time. The 2024/25 delivery plan includes a large amount of catch up from prior year slippage as supply chain issues ease off.

- 8.52 Included in the delivery plan is £2.105m for electric and zero emission vehicles and £0.457m for wheelchair accessible vehicles.
- 8.53 Other replacement vehicles totalling £1.357m are now anticipated to be delivered in 2024/25. These include a music service vehicle, 4 arborist tippers, and a tractor unit along with a number of other vehicles.
- 8.54 The vehicle replacement programme will be funded mainly from borrowing with a contribution for wheelchair accessible vehicles and a contribution for the additional cost of electric vehicles.

Transforming Cities Fund (TCF)

8.55 The TCF capital programme has a 2024/25 delivery plan of £7.680m.

- 8.56 A delivery budget of £7.680m has been included for 2024/25 for the transforming cities project. The continuation of the programme is dependent on DfT approving resubmitted plans for the delivery of the Cottam Parkway project. The indicative figure of £7.680m is included to finish the ongoing TCF project on Preston Friargate/Ringway, complete the procurement of the technology package and continued design work for Cottam Parkway which we have commissioned Network Rail to complete.