

Subject:	Lancashire 2050 Framework	Status:	For publication
Report to:	Council	Date:	20 December 2022
Report of:	Chief Executive	Lead member:	Leader of the Council
Key Decision:	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	No	Attached: No
Biodiversity Impact Assessment	Required:	No	Attached: No
Contact Officer:	Neil Shaw		
Email:	neilshaw@rossendalebc.gov.uk		

1. RECOMMENDATIONS

That Full Council:

- 1.1. Endorse the outline Lancashire 2050 strategic framework (Appendix 1) as the strategic framework that will guide further development of shared detailed priorities and actions.
- 1.2. Agree that the Leader of the Council continues to work with Lancashire Leaders in line with the principles already agreed by Full Council on 31 January 2022 including that the Leader will make representations to that forum any matters arising from Full Council's consideration of this report.
- 1.3. Note that any additional proposals will require further approval by Full Council at the appropriate time.

2. EXECUTIVE SUMMARY

- The fifteen local authorities in Lancashire have been working together in 2022 to develop a long-term plan for Lancashire: Lancashire 2050.
- This report is considering the strategic framework for Lancashire 2050, behind which a more detailed delivery plan is being developed over the coming months.
- This report represents the council's continuing commitment to ensure that there continue to be opportunities to contribute to and influence Lancashire 2050.
- The Leaders of each of the fifteen councils have led the development of the strategic framework which has enabled Rossendale to have influence to shape the framework.
- The delivery plan will come back to council for consideration and approval later in 2023.

3. BACKGROUND

- 3.1. The attached report is being considered by the Full Council of each of the fifteen local authorities in Lancashire, that is, the County Council, two unitary authorities and each of the twelve district councils.
- 3.2. This report presents the progress made since the report considered by Lancashire's 15

councils in January and February 2022. It sets out the general principles and high-level priorities of a long-term strategic framework for Lancashire, known as “Lancashire 2050”. This report also represents the continuing commitment to ensure that there continue to be opportunities for all the partner authorities to contribute to and influence those plans, including identifying specific schemes and activities.

3.3. Full Council is asked to consider the report and approve the recommendations set out above.

4. MAIN REPORT

4.1. With a robust evidence base and utilising the strong local knowledge of elected representatives, Leaders have been considering collective priorities and developing a shared vision and ambition for the future of Lancashire, looking ahead to 2050 to recover, grow and decarbonise the economy, improving the place and the life opportunities of its people. The plans to achieve this will not only realise opportunities for Lancashire and UK plc but in doing so, will help address many structural inequalities and support levelling up across the county.

4.2. Working collaboratively Lancashire Leaders agree the time is right for Lancashire to move forward together with a collective voice to make the case for more powers and investment for the whole of Lancashire. Lancashire 2050 will therefore enable any engagement with central government to be placed within a strategic context.

4.3. Leaders have identified that the work is now at a stage where it is important to secure the engagement and support of all members. This report is therefore being presented to all fifteen local authorities for their endorsement.

4.4. This report covers:

(i) **Lancashire 2050**, which sets out the headline themes to be included in a long-term strategic framework and ambition for Lancashire.

(ii) **Oversight, performance management and monitoring**, which sets out information about the proposed approach to overseeing the long-term plan.

4.5. By setting out shared priorities and ambitions, Lancashire 2050 will help Lancashire authorities prepare for and respond to opportunities that will help them achieve their shared ambitions and goals.

5. DEVELOPING A LANCASHIRE 2050 STRATEGIC FRAMEWORK

5.1. The original conception of this strategic framework was to develop Lancashire 2050 alongside plans to enter devolution negotiations with government. However, the policy context has changed substantially over the intervening months. The publication of the Levelling Up White Paper in February 2022 set out a proposed devolution framework, to be enacted through the Levelling Up and Regeneration Bill. Following the recent change in government, we await clarity on the ongoing policy direction and timeframes.

5.2. By continuing to press ahead with the development of Lancashire 2050 in this context, Lancashire is collectively taking action to insulate against ongoing policy uncertainty and to take best advantage of emerging opportunities such as investment zones. While councils will continue to decide which of these emerging opportunities will best suit their own priorities on a case by case basis, the Lancashire 2050 framework provides an additional tool, that not only helps inform this judgement, but also boosts the credibility of Lancashire’s collective engagement with government.

- 5.3. Significant work has taken place across Lancashire to gather evidence that will shape an overarching vision, ambition, and strategic framework for the whole of Lancashire. This work has helped inform the scale of ambition and the development of robust key priorities, together with the delivery and oversight principles described in this report.
- 5.4. Over the past several months all Lancashire Leaders across our fifteen councils, have been further considering and refining our approach, with a singular vision to make Lancashire “*a place where every single person can live their best life.*”
- 5.5. Once adopted, Lancashire's overarching strategic plan will be forward looking and take a long-term view, setting the vision and ambition over a 20-30 year period. To do this, we are clear it requires our collective efforts and must be shaped by our residents, communities and partners. Lancashire 2050 is our strategic framework that sets out our shared vision, ambition and strategic priority areas to ensure:
- Lancashire competes better for its share of national resources and investment
 - Lancashire’s public, private and voluntary sectors collaborate better to maximise the best use of our resources
 - Lancashire has a strong and clear voice and can respond innovatively to new opportunities and challenges
 - Lancashire has rich, meaningful and strategic dialogue with central government about the future of our county.
- 5.6. Our strategic framework for achieving the vision is organised around eight priority areas. While focussed, this framework allows flexibility to adapt to changing local and global trends, policy mandates and place needs. Our priorities have been created in such a way that they are accessible and easy to understand. The priorities are presented visually in a way that allows them to stand alone.
- 5.7. The priorities aim to give clarity and structure for staff to understand how their roles and responsibilities contribute to key priorities and ambitions, and provide a focus for teams to develop service plans and work programmes that support them. They also enable key partners, stakeholders, business and industry associates to be clear about the collective ambitions, which will aid the alignment of aims and facilitate collaborative work to deliver high quality, best value services that meet the needs of Lancashire's residents.
- 5.8. Developing the strategic framework and priorities this way also ensures more integrated policy development to tackle cross cutting opportunities such as skills, health and the environment.

6. OVERSIGHT, PERFORMANCE MANAGEMENT AND MONITORING

- 6.1. In January and February 2022, councils agreed governance structures for delivering the strategic plan priorities, designed with two aims in mind:
- (i) to create the best arrangements to deliver the priorities within the strategic plan
 - (ii) to ensure decisions are made democratically and with all partners having an equal voice.
- 6.2. Additionally, councils endorsed a set of core principles to guide the progression of Lancashire 2050, which have been put in practice through the Lancashire Leaders Forum. It is proposed that the future strategic and delivery oversight of Lancashire 2050 continues to be taken forward through this group.

6.3. In addition, to ensure maximum transparency and participation of partners, it's proposed that twice yearly, the Lancashire Leaders Forum meets with wider partners from across the county to:

- Agree and update shared strategic priorities
- Consider an annual shared "State of Lancashire" evidence base developed and presented by an independent Data Observatory
- Review delivery performance against Lancashire 2050 aims and priorities
- Agree collaborative actions / contributions required to achieve shared priorities.

6.4. Thematic priority areas will be overseen by Portfolio Leads (nominations to be agreed on an annual basis), supported by nominated Chief Executive leads for each thematic priority. Where Lancashire-wide arrangements already exist (such as for example on Transport and Skills), these forums will develop and take forward Lancashire 2050 thematic priorities and actions. Where necessary, additional thematic sub-group arrangements will be established to support action planning and delivery. The group will continue to be chaired by Lancashire County Council, with any decisions made on a consensual basis.

7. RISK

The strategic risk for the council would be to miss the opportunity to continue to influence the shape and content of Lancashire 2050. The delivery plan is likely to contain specific projects which will benefit Rossendale over the medium to longer-term. By approving the strategic framework the council continues to have a 'seat at the table' to influence and shape Lancashire 2050.

8. FINANCE

None in this report. As progress is made in developing priority theme action plans, consideration will need to be given by Leaders and councils on how best to resource any cross-Lancashire activities that go beyond existing business as usual. With support from finance officers, local authorities may need to consider a fair way for each partner authority to contribute, either on a pooled contributions basis, and/or by individual proposals emerging from each thematic priority area. However, any such proposals will be subject to future decisions and are not within scope of the recommendations in this report.

9. LEGAL

The report has no specific legal implications.

10. POLICY AND EQUALITIES IMPLICATIONS

The report has no specific policy or equalities implications.

11. REASONS FOR DECISION

The report is being considered by the Full Council of each of the fifteen local authorities in Lancashire. The report is seeking Council approval of the strategic framework for the Lancashire 2050 plan, to enable development of the more detailed actions which will deliver the outcomes in the framework. Approval of this report will represent the continuing commitment of Rossendale Council to ensure that there continue to be opportunities to contribute to and influence Lancashire 2050, including identifying specific schemes and activities.

Background Paper	
Our New Deal for Lancashire, Full Council, 31 January 2022	https://www.rossendale.gov.uk/meetings/meeting/1294/council

LANCASHIRE

2050

A strategic framework for Lancashire

Contents

Introduction	4
Our vision	7
Our ambition and plan	9
Our strategic framework	10
Our priority areas	12
Making it happen	28

Lancashire 2050 is about bringing people together with a shared vision, shared ambition, shared goals and shared priorities.



Lancaster Castle

It's about the future of our county and its people. Initiated by Lancashire's 15 councils, but involving everyone with a stake in our county's success, it sets out the areas where we can work together to help our county thrive.

It is both bold and strategic, creating a framework so that:

- Lancashire competes better for its share of national resources and investment.
- Lancashire's public, private and voluntary sectors collaborate better to maximise the best use of our resources.
- Lancashire has a strong and clear voice that responds innovatively to new opportunities and challenges.
- Lancashire has rich, meaningful and strategic dialogue with central government about the future of our county.



Tarleton

"A thriving Lancashire remains one of the pre-requisites to a successful economy in the North of England"

This is Lancashire

We're proud of Lancashire. It's a place of amazing beauty, talented people, diverse communities and world-leading businesses. We're proud of our history, but always looking to the future. We're proud of what we have to offer for living, learning, investing and succeeding.

With a population of 1.5m people, our 54,000 businesses generate 637,000 jobs across a range of important and future-facing sectors from manufacturing and tourism to cyber, digital and low carbon.

This thriving £34bn economy is home to globally leading firms and the 4th largest aerospace cluster in the world.

We're proud of where we've come from, where we are, and where we're heading.

We're proud to say: we are Lancashire.



Lytham Festival

Our vision

Lancashire: a place where every single person can live their best life





The Midland Hotel, Morecambe

Our ambition

Our ambition is for Lancashire to be seen across the world as the best place to make a home, raise a family, develop a career, do business and grow old.

A place made up of communities everyone is proud of, that celebrates our sense of place, heritage and natural environment.

A place where we always look to the future.

Our plan

Our plan for achieving our vision is organised around eight priority areas.

We have created a framework for action that will help us focus on the things that are most important, as well as respond to changing local and global trends, policy mandates and place needs.

It will mean Lancashire can speak with one voice when championing our needs in government.



Wallace and Gromit statue, Preston

St Annes Beach Huts

Our priorities will help Lancashire:



Economic prosperity

Succeed as a globally-recognised, competitive and sustainable economy, distinguished by its quality of life, connectivity and access to opportunities.



Early years and education

Support all our children so they are ready to learn, achieve, and can access opportunity.



Transport and infrastructure

Become better-connected and accessible, with infrastructure that links opportunities to need, and travel choices that are safe, inclusive, affordable and low carbon.



Employment and skills

Support people to develop skills throughout their lives and attract business to the county because of our high skilled workforce.



Environment and climate

Meet our low carbon ambitions, promote clean energy and enhance our rich natural environment.



Health and wellbeing

Improve health, life chances and independence, so residents can live healthy lives and access quality care when they need it.



Housing

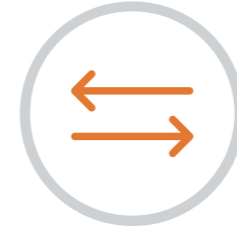
Deliver decent and affordable housing for every community. High quality housing will benefit existing residents, as well as attract and retain the people required to drive the economy over the long term.



Communities and place

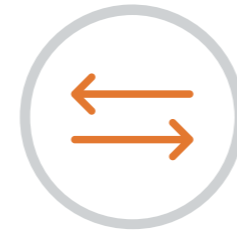
Build pride, belonging, and resilience in all our diverse communities and ensure people have a voice and stake in Lancashire's future.

Partners commit to:



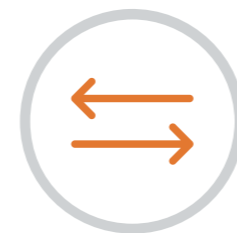
Working collaboratively

We will work collaboratively on our collective priorities, sharing ideas, assets, skills and knowledge.



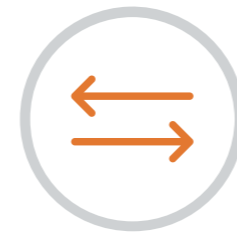
Cross cutting key themes

We will ensure our commitments to diversity and inclusion, reducing inequalities, children and families, climate, and improving quality of life are addressed in each of our priority themes.



Listening to residents

We will be active listeners in building our plans for Lancashire. Everyone will be able to contribute in shaping our shared future.



Being open and transparent

We will ensure decisions are made democratically and transparently, so residents can easily understand progress against our priorities.



The Atom, Wycoller Country Park

Fleetwood



We will be a globally-recognised, competitive and sustainable economy distinguished by its quality of life, connectivity and access to opportunities.

Theme priorities

- ▶ To realise the growth potential in our existing and emerging key sectors, particularly low carbon and renewables, and to attract increased investment.
- ▶ To ensure Lancashire has an outward-looking and connected economy that works for all.
- ▶ To build a pipeline of strategic development sites and infrastructure opportunities.
- ▶ To maximise the economic benefits of Lancashire’s tourism offer and promote a diverse place with urban, coastal and rural economies.
- ▶ To encourage business as good employers.

What this will mean for our residents

- ▶ A thriving economy will enable Lancashire residents to access more and better jobs, drive employment growth, and increase wealth and independence.
- ▶ In turn, this will help improve the wider determinants of health, encourage social mobility and drive the get-up-and-go aspirations amongst our young people, giving each generation more control over their own futures.



Chorley



We will be better-connected and accessible, with infrastructure that links opportunities to need, and travel choices that are safe, inclusive, affordable and low carbon.

Theme priorities

- ▶ To connect the economic clusters and sectors of Lancashire and tackle isolation.
- ▶ To take a place-focused approach to transport and infrastructure, which ensures that provision is designed to allow places to flourish.
- ▶ To reduce the need to travel by providing fast reliable access to digital technology.
- ▶ To reduce carbon emissions in support of a net zero county.

What this will mean for our residents

- ▶ Residents and communities will be better connected to opportunities and experiences, including employment, leisure and services.
- ▶ There will be less reliance on carbon-based modes of transport, with significant reductions in carbon and other vehicle emissions.
- ▶ Infrastructure and employment sites will support a low-carbon and a modern and forward-looking economy.



We will meet our low carbon ambitions, promote clean energy, and enhance our natural environment.

Theme priorities

- ▶ To substantially reduce carbon emissions and energy demand, with our approach to housing and transport helping secure that transition.
- ▶ To increase energy generation from low carbon sources, including renewables.
- ▶ To improve the resilience of infrastructure, assets and services to climate change.
- ▶ To significantly grow the low carbon and environment sectors of Lancashire's economy.
- ▶ To retain our rich biodiversity and natural environment.

What this will mean for our residents

- ▶ We will have enhanced our natural environment, which will be enjoyed by more Lancashire residents.
- ▶ We will be a net zero county protecting our environment for future generations.
- ▶ Lancashire will be recognised as a place where low carbon businesses can invest and thrive, and people can live a low carbon lifestyle.



Singing Ringing Tree, Burnley



Haslingden

We will deliver decent and affordable housing for every community. High quality housing will benefit existing residents, as well as attract and retain the people required to drive the economy over the long term.

Theme priorities

- ▶ To improve and increase the availability of good quality housing – both on new sites and through existing stock.
- ▶ To link housing regeneration to economic and transport plans.
- ▶ To secure urban renewal by demolishing and replacing housing stock in some areas.
- ▶ To improve the attractiveness of the built environment of our communities.

What this will mean for our residents

- ▶ We will have higher quality homes and neighbourhoods across the county, that are more energy efficient, and better connected to opportunities through our transport infrastructure.
- ▶ We will help tackle concentrated deprivation and provide the housing choices to attract and retain workers in the economy. These actions will help relieve pressures on housing in more attractive locations.



We will support all our children so they are ready to learn, achieve, and can access opportunity.

Theme priorities

- ▶ To improve attainment for all children across the region, particularly in literacy and numeracy.
- ▶ To ensure vulnerable families get the help they need for their children to progress and achieve.
- ▶ To support vulnerable young people and families by removing barriers to learning and helping them access opportunity.
- ▶ To improve multi-agency working to make sure all our children have the best possible start in life.

What this will mean for our residents

- ▶ All our children and young people will be able to thrive in education throughout their childhood and develop the life skills they need to be happy and productive adults.
- ▶ Families will have access to appropriate support to ensure children are healthy, happy and developing well from birth.





Advanced Manufacturing Research Centre North West, Samesbury



Northlight, Brierfield

We will support people to develop their skills throughout their lives and attract business to the county because of our highly skilled workforce.

Theme priorities

- ▶ To help young people make informed choices about their pathway into employment.
- ▶ To retain a higher percentage of local graduates and place them into graduate level jobs.
- ▶ To build a strong pipeline of skilled people at all levels entering the labour market to meet the needs of Lancashire businesses.
- ▶ To increase the proportion of adults in Lancashire achieving a Level 4 qualification or higher and improve access to tailored adult skills provision.
- ▶ To increase the employment rate to at least equal to any other region of the UK outside London and improve economic activity rates.

What this will mean for our residents

- ▶ People will have the opportunity to access good jobs and progress in their chosen career, without being held back by their skills or background.
- ▶ Lancashire will have amongst the highest skilled workforce in the country, ready to take advantage of a strong and growing regional economy.
- ▶ We will have a skills base that will support inward investment opportunities and create more good jobs.



We will improve health, life chances and independence, so residents can live healthy lives and access quality care when they need it.

Theme priorities

- ▶ To give our children the best start in life and support better choices.
- ▶ To improve quality of life and reduce health inequalities.
- ▶ To provide better opportunities to stay healthier for longer.
- ▶ To make sure public bodies properly join up their services to focus on Lancashire people's needs.

What this will mean for our residents

- ▶ Everyone in Lancashire can look forward to living longer, healthier lives, regardless of their backgrounds or where they live.
- ▶ Residents will be able to make an active contribution to our communities and our economy.
- ▶ Lancashire residents will be confident they can access more person / family centred services, enabling them to lead healthier and independent lives.





Accrington Soapbox Challenge



We will build pride, belonging and resilience in all our diverse communities and ensure everyone has a voice and stake in their future.

Theme priorities

- ▶ To foster a sense of pride and belonging in all our communities.
- ▶ To better join up public services so they deliver what people and places need.
- ▶ To work with residents, businesses and the voluntary, community, faith and social enterprise sector, to build the vision for our communities.
- ▶ To foster safer and more resilient neighbourhoods.
- ▶ To work together across the public, private and voluntary sectors to help tackle the long-term causes and short-term impacts of poverty.

What this will mean for our residents

- ▶ Residents will feel pride in their place and will see the contribution their community makes to achieving the whole county's aspirations.
- ▶ Lancashire will be a place where public services, businesses, residents and community groups all work together to improve their communities.
- ▶ Our communities will thrive, and their distinctiveness and diversity celebrated.

How we will make it happen – our shared commitment to residents

As Local Authorities, this strategic framework represents our shared vision, priorities and intent. It will be endorsed through all our councils individually and will align with our own organisational plans.

But for this plan to work, every business, resident, community and public service has to have a stake in its success. That is why we commit to bringing together key partners to consider our plans, and we welcome the formal endorsement of this approach from many of them.

We will continue to work closely with a wide range of partners and engage closely with everyone as we develop the detail of our action plans.

With these priorities, we will make better decisions locally, we will make a more powerful case for extra tools, powers and resources to central government, and we will deliver on our shared ambitions.

Businesses

Councils

Education

Government

Lancashire MPs

Media

Partners

Residents

Voluntary sector

Workforce

Lancashire 2050



“Together we are stronger
and Lancashire will be a
place where every single person
can live their best life”



Blackpool Council



LANCASHIRE 2050

Lancashire2050.co.uk



[@Lancashire2050](https://www.facebook.com/Lancashire2050)