

Report of	Meeting	Date
Chief Executive (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Cabinet	Wednesday, 18, January 2023

Lancashire 2050 Framework

Is this report confidential?	No
Is this decision key?	No
Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards

Purpose of the Report

1. To present to Cabinet work undertaken towards the development of strengthened joint working across Lancashire, a long-term strategic framework, and to seek agreement on the adoption of collective priority areas.

Recommendations

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

Reasons for recommendations

3. To support the long-term strategic framework for Lancashire and further joint working to develop shared priorities and actions.

Other options considered and rejected

4. To not support the framework. It is proposed that this should be rejected as it would prevent the development of strengthened joint working across Lancashire.

Corporate priorities

5. The report relates to the following corporate priorities:

An exemplary council	Thriving communities
A fair local economy that works for everyone	Good homes, green spaces, healthy places

Background to the report

6. The attached report is being considered by each of the fifteen local authorities in Lancashire, that is, the County Council, two unitary authorities and each of the twelve district councils.
7. 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.
8. Cabinet is asked to consider the report and approve the recommendations set out above.

Introduction

9. 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.
10. 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.
11. 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.
12. 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.

13. 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.

Developing a Lancashire 2050 Strategic Framework

14. 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.
15. 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.
16. 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.
17. 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."
18. 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.
19. To do this, we are clear it requires our collective efforts and must be shaped by our residents, communities and partners.
20. 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.
21. Our strategic framework for achieving the vision is organised around 8 priority areas. While focussed, this framework allows flexibility to adapt to changing local and global trends, policy mandates and place needs.

22. 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.
23. 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.
24. 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.
25. 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.

Oversight, performance management and monitoring

26. In January and February 2022, Councils agreed governance structures for delivering the strategic plan priorities, designed with two aims in mind:
 - to create the best arrangements to deliver the priorities within the strategic plan
 - to ensure decisions are made democratically and with all partners having an equal voice.
27. 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.
28. 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.
29. 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.
30. 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.
31. The group will continue to be chaired by Lancashire County Council, with any decisions made on a consensual basis.

Climate change and air quality

32. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils Green Agenda:

- net carbon zero by 2030,
- working with sustainable and green accredited companies,
- improving green areas and biodiversity.

33. The Lancashire 2050 Framework has a strategic priority relating to the environment and climate and aims to have a positive impact on meeting low carbon ambitions, promoting clean energy and enhancing the natural environment.

Equality and diversity

34. There are no direct impacts for equality and diversity or Equality Act implications. The Equality Impact Assessment suggests that the Framework will have a positive impact, by working with partners to deliver improved outcomes for communities.

Risk

35. There are no direct risks to supporting the Framework. Any progress made on developing and delivering theme action plans will be presented again to the council to consider proposals and relevant risks.

Comments of the Statutory Finance Officer

36. There are no direct financial implications arising from 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.

Comments of the Monitoring Officer

37. The primary purpose of the arrangements is to strengthen the position of the area of Lancashire. There are no legal implications of this report. As with current arrangements, the proposed governance approach is consistent with a non statutory approach.

Appendices

Appendix 1- Lancashire 2050 Strategic Framework

Report Author:	Email:	Telephone:	Date:
Caroline Winstanley (Transformation Co-Ordinator)	caroline.winstanley@southribble.gov.uk		09.12.22