

A photograph of two young children, a girl and a boy, sitting at a desk in a classroom. They are both wearing white school uniforms. The girl is on the left, looking towards the right with her mouth slightly open as if speaking. The boy is on the right, also looking towards the right and holding a red pen. In the background, there are colorful posters and papers on the wall. The text 'Our vision for Lancashire' is overlaid in large white letters on the left side of the image.

Our vision for Lancashire

www.lancashire.gov.uk



Our Vision

Here at Lancashire County Council we are helping you to make Lancashire the best place to live, work, visit and prosper.

We want Lancashire to be the county people choose to create a home, raise their children, develop a career and grow old in. We are committed to developing and celebrating our diverse communities, heritage and landscape to create a strong sense of place we can all be proud of.

In Lancashire we listen to what our people want which puts them at the heart of everything we do, and while we celebrate our successes we take the time to learn from the past so our county continues to thrive.

The role of the county council in delivering our vision will change over the next few years. We will work more closely with partners to help people to anticipate their own needs and take greater responsibility for themselves and their communities.

The financial challenges we have faced over recent years mean that we must be focussed on the most vital services.

We now seek out innovative ways to identify opportunities, such as digital and online technology, to deliver real benefits for everybody at a lower cost.

Lancashire will be the place to live

Lancashire is a county of diverse communities. It is a place where people are valued and will feel able to have their say. It will be a county where housing meets the needs of all ages, where people are safe and feel safe, surrounded by clean, green spaces where everyone can enjoy a good quality of life and be happy.

It will be a county where:

- Children of all abilities do well in our first class schools, colleges and universities, gaining skills for life
- People have good housing
- People live healthier lives for longer
- People can travel on good quality, reliable public transport

- People get on well together and are connected to their local community
- Our most vulnerable people are protected and supported
- People make use of technology to access services, support and information.



People will have a better quality of life

Lancashire will be a place where people of all ages and backgrounds can access first class education and learning opportunities. We are proud of our high quality nurseries, schools, colleges and universities where children and young people can gain skills for life and where people can continue to learn throughout their lifetime. It will be a place where people of any age or ability can live safely, in healthy homes and in a clean environment, giving children the best start in life.

We will work with Government, our partners and housing developers to enable a supply of good quality, affordable, flexible housing across the county, close to employment opportunities and transport networks, and in places where people and families can create their own sense of community.

We will protect the county's environment and climate by investing in flood defence, energy efficiency and waste recycling. We will continue to dispose household and commercial waste in a way that meets the latest environmental standards, and we will work with businesses to reduce the amount of packaging they use.

Lancashire is a county where community safety is important. We want Lancashire residents and visitors to be safe, and feel safe and secure. We will safeguard and protect vulnerable people, young and old, keep our roads safe to use, and work with other partners to reduce crime and the fear of crime.

Success looks like:

- More people live in good quality housing
- Our roads and pavements will be safe to use, and maintained to a good standard
- All schools are rated good or better
- People feel safe and secure
- People feel happy
- Recycling rates are high
- Continued investment in energy efficiency and flood prevention.

42%

of household waste is reused, recycled or composted.

(2017/18)

90%

of schools rated good or better by Ofsted.

(December 2018)

85%

of respondents to a 'Living in Lancashire' survey felt safe in their local area.

(February 2018)

People and families will live healthier lifestyles

Lancashire will be a place where as many people as possible live longer and healthier lives. Our focus is on helping people to help themselves, by working with partners and our communities to provide support that is accessible for people of all ages and abilities across the county.

We will promote ways that people can keep themselves healthy as they grow older and make sure we work closely with local health services to deliver joined up services for those who need them the most.

We will support people and families to keep themselves healthy and well by choosing healthy lifestyles. We will provide information about healthy eating, the benefits of an active lifestyle and helping people to adopt healthy behaviours. We will support parents to make the right lifestyle choices for themselves and their children, to help children to get the best start in life.

Success looks like:

- People living longer and in better health
- People will make healthy choices
- More babies having the best start in life
- More people having active lifestyles.

64%

of adults are overweight or obese.

(2016/17)

People will be connected through communities

We will work with communities to understand their needs and help them make use of the support available to them. We will encourage communities to take responsibility for their own wellbeing and work with our partners such as the voluntary, faith and community sectors to tackle loneliness and help people to be more connected in their communities.

We will work with partners to support and encourage community cohesion and will value and champion the diversity that exists within Lancashire.

We understand the importance of maintaining and improving the

public transport network throughout Lancashire and we will enable the provision of reliable and sustainable public transport, cycle routes, bridleways and public footpaths throughout the county.

We will use existing and new technology to enable people to access advice, support and information about our services and local services provided by others. We will use technology to make services easier to access.

Success looks like:

- People travel on good quality, reliable public transport and have access to well-maintained cycle routes, bridleways and public footpaths
- People will get on well together and be connected to their local community
- People will make use of technology to access advice, support and information.

15.5m

rail passenger journeys are made each year.

45.5m

bus and tram passenger journeys are made each year.



22,635

adults and older
people received long
term support.

11,500

carers were
supported in their
caring role.

(2017/18)

In 2018 the fostering
and adoption service
was rated

Good

by Ofsted.

Lancashire is a place where vulnerable people are supported and protected

The county council and its partners will prioritise the care and support of Lancashire's most vulnerable residents, both young and old.

We take our role as corporate parent for children and young people in our care very seriously. We will ensure they are safe and healthy, can positively participate in and make choices about the care and support they receive, and will thrive and go on to achieve their ambitions.

We will provide responsive and effective safeguarding services for people of any age and for people with learning difficulties or mental health conditions. We will step in when necessary to keep people safe from harm.

Lancashire will be a place where victims of domestic abuse will be supported, and where children in particular will be protected and receive ongoing support.

Lancashire's trading standards service will protect all residents and advise business. They will continue to protect vulnerable people, especially older people, from scammers and rogue traders.

Lancashire's care homes will continue to improve, and people who need residential or nursing care to keep them safe will be supported to find a suitable place in circumstances when home based services are no longer appropriate.

We value the care and support provided to people through families, friends and support groups and we will support carers. We will ensure that people are supported in the decisions and choices they make in circumstances where they need someone to help them.

Success looks like:

- Our most vulnerable people will receive the support they need
- People will be protected from harm and will feel safe
- Care services will be good or outstanding
- Carers are supported
- People get the help of an advocate when they need one
- People are protected from scammers and rogue traders
- People who have been or who are at risk of abuse can access support.

Lancashire will be the place to work

Lancashire will be a county that supports a flexible and inclusive labour market, where skills development is championed and where talented individuals choose to live and work.

It will be a county where:

- We support people of all ages and abilities to learn and develop their skills
- Significant new, good job opportunities are created
- We support and encourage business investment, innovation and growth
- We aim to increase the earning power of our residents and communities
- We build and develop effective infrastructure and transport links.



People can learn and develop skills

We want every person in Lancashire to be able to access the most appropriate education and learning opportunities, so they can achieve their potential regardless of age, ability and background.

We will support our children, young people and adults with special educational needs and disabilities, and mental health conditions, so they can meet their potential. We will work collaboratively with families, schools and partners across Lancashire to enable people to access information and support to make the right choices.

We will work with our nurseries, schools, colleges, universities and training providers to ensure that people have a range of education and learning opportunities which match their talents, ambitions and aims in life so that they have options to choose the right employment, retirement, volunteering and leisure time activities for them.

We will maximise the learning opportunities available for all ages and abilities through Lancashire's much loved cultural offer including libraries and museums.

Success looks like:

- People leave education better prepared for work and life with better qualifications and skills
- Educational outcomes for vulnerable children improve
- More young people are in education, employment or training after leaving school
- People continue to use the facilities on offer in Lancashire's libraries and museums, including digital.



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75,870
apprenticeships were started
in the 12 months to July 2018.

89%
of 16-17 year
olds were in
employment,
education or training.

(March 2018)

Over
600,000
sessions were
undertaken on
our public library
computers.

(2017/18)



Lancashire will retain and attract skilled and talented individuals

Lancashire needs talented and skilled individuals. We value the people who have chosen to stay in Lancashire as they have progressed through their life and their chosen career, and we will encourage them to stay in our county to make it their home and bring up their family.

We also want to encourage skilled and talented people from outside of Lancashire to move to our county and build their life here.

Success looks like:

- A greater number of graduates choosing to work in Lancashire
- Fewer reported vacancies/skills shortages in key sectors.

48,000
students studying at
UCLAN, Lancaster University
and Edge Hill University.

Over a **third**
of students studying in Lancashire,
stay in Lancashire on completion
of their studies.



Lancashire is a place where job opportunities are good

We will work with partners, colleges, universities, industry and businesses to widen the employment opportunities available to all ages and abilities.

We recognise that there are many ways of getting into good employment and will promote volunteering and vocational routes such as apprenticeships.

We will work with the universities and colleges to find ways to retain local talent and encourage people from Lancashire who may have studied elsewhere to come, or return to Lancashire.

Success looks like:

- More volunteering opportunities
- Better access to skills development
- More apprenticeships available for people of all ages
- More good quality jobs are available in a variety of sectors
- More people are in higher paid and skilled jobs
- More people with learning disabilities are supported to be in work.

£22,226
is the annual median gross income.

(2018)

1,460
volunteers
supported the
council's services.

(2017/18)

76.5%
is the employment
rate for the working-
age population.

(June 2018)

40%
of Lancashire's
working population
are in managerial or
higher skilled jobs.

(June 2018)

Lancashire will be the place to prosper

Lancashire will be a county that promotes strong economic growth in both urban and rural economies. It will be a county that actively boosts productivity and prosperity for everyone.

It will be a county where:

- We invest in industry, and promote innovation to secure Lancashire's growth potential
- Businesses are supported to start up, to thrive and to grow
- We build on the strengths and resilience of local industry
- Our residents, businesses and places are enabled to be more productive
- We promote Lancashire as a national and globally connected destination and a well performing place to do business.



Lancashire is a great place to do business and invest

We will create the best conditions possible for business investment. We will maximise our existing transport infrastructure and connectivity and take every opportunity to draw in further investment to improve it. We will promote the potential of Lancashire as a place where new jobs can be created.

This, combined with our ambition to develop and retain talent, will make Lancashire a very attractive place for business investment and improved productivity.

Lancashire has a strong industrial and small business heritage which has provided the foundations for a county

where businesses are confident to invest. We also have a wide and varied talent pool from which to draw hard working and knowledgeable people, making our county a great place to start a new business or build on existing success.

We will work with neighbouring councils and business partners from within and outside the county to engage in the development of the North West of England. We will actively promote all that Lancashire has to offer.

Success looks like:

- More new businesses will be starting up
- More existing businesses will be growing
- More new jobs will be created
- Lancashire will have research and development centres which encourage innovation and development of cutting edge technology
- There will be more investment in Lancashire to support business growth.

43,530

VAT-registered enterprises in Lancashire.

5,642

new registered businesses in 2017.

61%

of businesses survived 3 years after start up.

£26.1 bn

workplace-based gross value added.



'Boost' is Lancashire's Business Growth Hub.

**This is a public/private sector partnership led by the Local Enterprise Partnership.
Its purpose is to help Lancashire's businesses grow.**

**Boost gives
businesses in
Lancashire access
to a**

£7.8m
programme of top
quality business
support.

**It has helped
more than**

2,400

**businesses and
created more than**

1,200
jobs.

**Boost has
increased economic
growth by**

£50m



Lancashire has the best conditions to help businesses to grow

Successful businesses need the right conditions to be able to grow. We will work with partners to support businesses to be creative and in particular encourage entrepreneurs to develop and invest in their ideas in our county.

We will help businesses to access the best support available and encourage them to grow and explore export opportunities. We will help new and existing businesses to access funding and loans, to help them expand and become sustainable and competitive.

Lancashire offers great opportunities for businesses to access high quality accommodation to support growth and productivity.

We will continue to develop the county's transport network, to enable producers and manufacturers to receive supplies and distribute goods, to allow commuters easy access to places of work, and public transport to operate on key routes.

Success looks like:

- Increase in the number of Lancashire businesses helped to grow
- Increase in the number of Rosebud micro and business finance loans given to new and existing businesses
- Increase in the number of high growth businesses supported by Boost
- A range of high quality business accommodation
- Continued investment in transport infrastructure.

Rosebud has been helping businesses grow for over

31 years

Rosebud Micro Finance helps businesses to fund growth ideas and provides locally based sector specialist advisors including hands-on support.

Rosebud Business Finance helps aspiring companies to develop technology and innovation, acquire plant and equipment and complete mergers and acquisitions.

44,140

rateable commercial properties with an average value of

£21,000

Lancashire will be the place to visit

Lancashire is a beautiful county with a wealth of culture. From green fields and rolling hills to coastal towns and country villages – Lancashire really does have it all as a place for people to enjoy.

It will be a county where:

- We celebrate our beautiful, clean landscapes
- We encourage the visitor economy and the opportunities for growth
- People enjoy our culture and heritage, diverse communities and local attractions
- We promote our wonderful sporting attractions and hidden gems.



Lancashire will be the destination of choice for leisure, sporting and cultural activities, and for access to the countryside, the North West coastline and heritage towns.

Lancashire offers a wealth of diverse and high quality leisure, sporting and cultural activities. It is a place of beautiful landscapes, green and open spaces and areas of outstanding natural beauty. It has stunning beaches, waterways, rolling hills, coastal and heritage towns and rural villages. We will make Lancashire a place where people want to spend their free time.

Our county has a long and proud history of sporting activities such as football, cricket, cycling, golf and horse riding and has a number of high quality sporting venues. There are a wealth of cycle routes,

bridleways, public rights of way and country parks, with something to offer everyone.

We will encourage and support people and their families to use, celebrate and be proud of our amazing county. They can enjoy the latest cinema, theatre and arts experiences, shopping destinations and established café culture. They can visit our high quality museums, libraries, castles and country houses; all of which attract a large number of local, national and international visitors year on year.

We will work with the providers of leisure, sporting, entertainment and cultural activities and venues across Lancashire to encourage them to continue to provide the high quality offer that currently exists and support the growth of this vital market.

Success looks like:

- People enjoy a wide range of leisure, sporting and cultural activities
- Leisure, sporting, entertainment and cultural activities and venues continue to flourish
- People celebrate and feel proud of Lancashire as a place to visit
- Continued use and enjoyment of our country parks, public rights of way, cycle routes, bridleways and areas of outstanding natural beauty.

Over
900,000
people visited our
visitor attractions.

(2017)

More than
3.5m
visits made to
our libraries.

(2017/18)

Nearly
250,000
people visited
our museums.

(2017/18)

Lancashire will be the place of choice for businesses to invest in the visitor economy

We will work with and develop strong relationships with the business community in Lancashire, to enable them to provide and develop the wide range of high quality attractions, venues and activities on offer across the county.

Lancashire will be the place of choice for businesses to invest in the visitor economy. We will continue to promote Lancashire as a visitor destination and we will raise the profile of our county, both nationally and internationally.

Lancashire will continue to attract local, national and foreign visitors leading to the expansion and growth of the visitor offer in the future.

Success looks like:

- Businesses continue to invest in the visitor economy in Lancashire
- People choose to spend their leisure time in the county.



32,715
full time equivalent jobs
supported by tourism.

(2017)

The visitor economy is worth
£2.56bn

45.5m
visitors

(2017)

Lancashire will be the place where everyone acts responsibly



The county council will work closely with our partners to enable people in Lancashire to develop and thrive. We will listen to the needs of people and work with our partners and communities to empower them to meet their own needs. We will help people to look after themselves and help them to provide care and support to their families, friends, neighbours and colleagues.

It will be a county where:

- We will equip our most vulnerable people with the support and skills they need to do more for themselves
- We commission, procure and provide services that provide maximum benefit to Lancashire residents
- We recruit and retain a workforce that meets service needs
- We prevent waste and use money wisely
- We learn from others.

15,400

people were helped
to stay independent at
home with home care
or other support.

(2017)

Almost

50,000

people provided care to
another person for 20
hours or more a week.

(2011 census)

Over

3,500

charities operate
in the county.

(2018)

**Everyone in
Lancashire will be
able to do as much
as they can to look
after their own and
their family's
health, care and
support needs**

We all have a role in supporting and helping ourselves and each other. Public services can support people when they are unable to take care of themselves, but families and communities also have a key role to play.

Our commitment is to support people and their families when they need help, and we will support communities to help themselves whenever possible. We will focus less on doing things to and for the people of Lancashire, and more on creating the opportunities, environments, expertise and desire for individuals and communities to improve their own wellbeing and independence.

Just like in many other countries where family, friends and neighbours play a much bigger role in supporting and caring for each other, we will work to ensure individuals and families are placed at the heart of our communities.

Lancashire is a place with a great sense of community and we will help to build support networks, so that in times of need there are people, groups or services that are available. We will do this by working with partners, communities and individuals, to create the types of help and support that will be of most benefit.

This will be different for everyone, and could include things like easy to access information and advice, appropriate community based support, support for families to live healthy and informed lifestyles, and community activities that enable people to be independent, happy, healthy and safe in Lancashire.

Success looks like:

- People take responsibility for their own health and wellbeing
- People look out for and support each other
- When people need our help, our staff and partners will focus on people's strengths and what they can do, rather than being limited by what they can't do
- People receive more care and support in their home and local community instead of in a residential placement or hospital.

Lancashire County Council spends its money wisely

The county council, like many other public services, is facing significant financial challenges and the needs of Lancashire residents are increasingly complex.

The council's funding is increasingly reliant on business rates collected from businesses and council tax paid by householders.

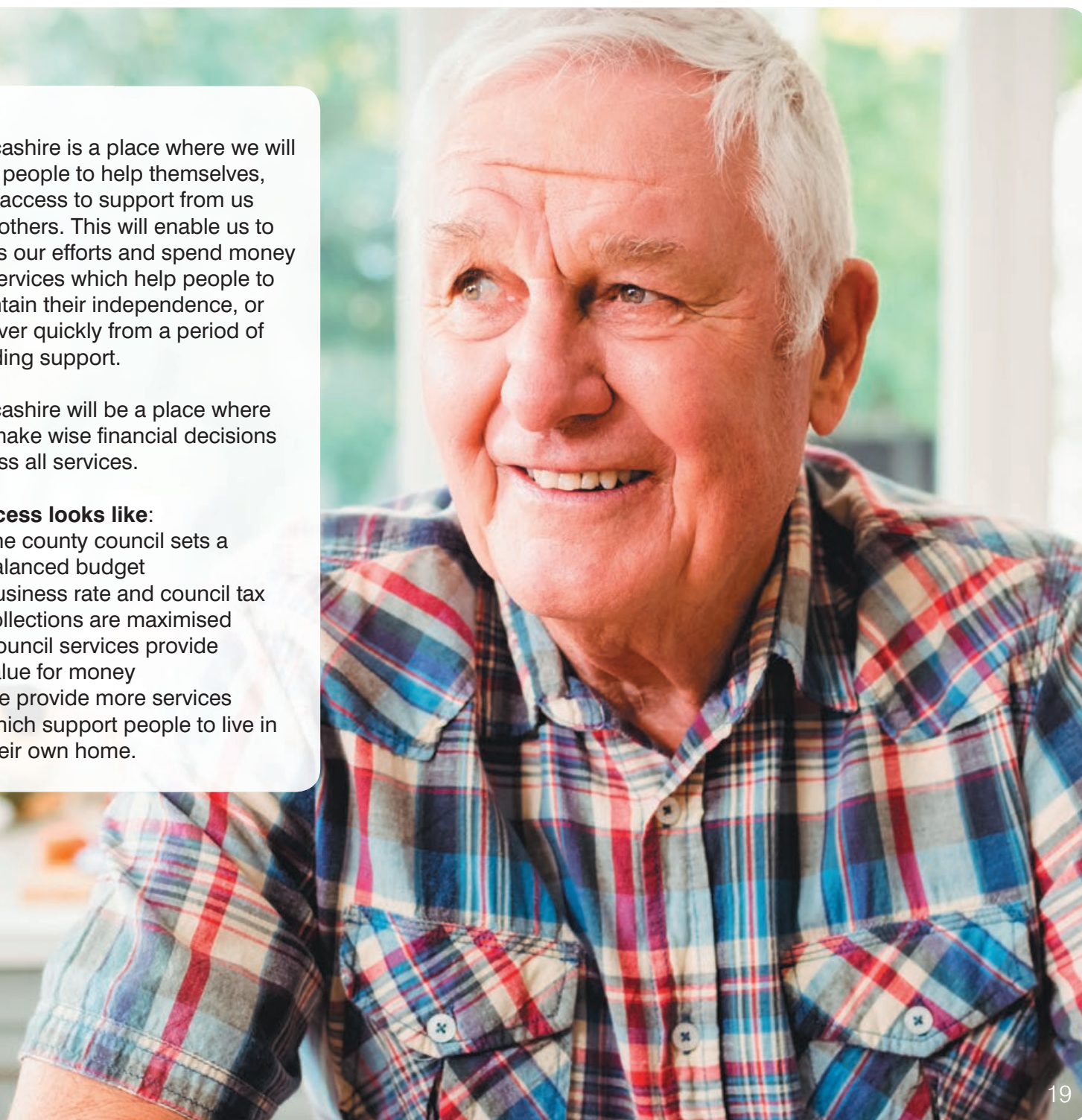
Ensuring value for money in everything we do is paramount.

Lancashire is a place where we will help people to help themselves, with access to support from us and others. This will enable us to focus our efforts and spend money on services which help people to maintain their independence, or recover quickly from a period of needing support.

Lancashire will be a place where we make wise financial decisions across all services.

Success looks like:

- The county council sets a balanced budget
- Business rate and council tax collections are maximised
- Council services provide value for money
- We provide more services which support people to live in their own home.





The workforce of Lancashire is valued

The county council provides employment, both directly and indirectly, for thousands of people across Lancashire. From front line social care workers to library and museum staff, highways operatives, public health professionals, school crossing patrollers, personal travel assistants, office based support staff and a large number of volunteers.

It is vital that Lancashire County Council attracts and retains high calibre staff and that our valued staff across all sectors are supported to maintain their professional skills and standards, use the correct processes and procedures, and continue to learn new skills and gain wider experience.

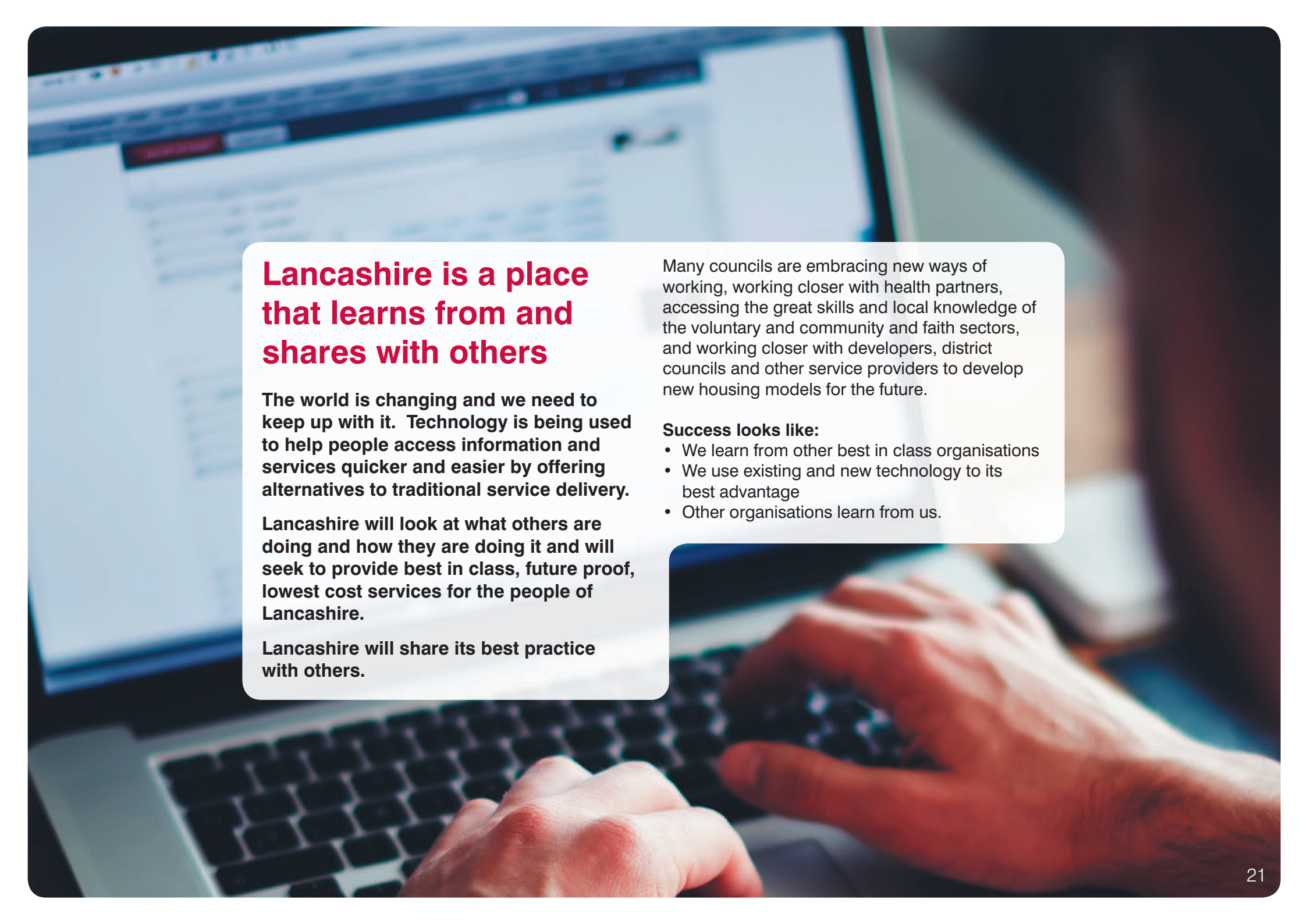
We will continue to invest in our apprentice and graduate programmes, our work based learning and development programmes and most importantly we will value the workforce of Lancashire for the hard work and diligence they show every day.

We will support employees who undertake caring roles for family and others, and will continue to offer flexible working to enable people to have a reasonable work life balance.

We will support and encourage employers across Lancashire to take the same approach, especially those who are fulfilling contracts on our behalf.

Success looks like:

- Lancashire's workforce continues to learn and develop
- Lancashire's workforce, including volunteers and staff fulfilling contracts on our behalf, feel valued
- Fewer vacant positions.



Lancashire is a place that learns from and shares with others

The world is changing and we need to keep up with it. Technology is being used to help people access information and services quicker and easier by offering alternatives to traditional service delivery.

Lancashire will look at what others are doing and how they are doing it and will seek to provide best in class, future proof, lowest cost services for the people of Lancashire.

Lancashire will share its best practice with others.

Many councils are embracing new ways of working, working closer with health partners, accessing the great skills and local knowledge of the voluntary and community and faith sectors, and working closer with developers, district councils and other service providers to develop new housing models for the future.

Success looks like:

- We learn from other best in class organisations
- We use existing and new technology to its best advantage
- Other organisations learn from us.



Our values

Supportive

We are supportive of our customers and colleagues, recognising their contributions and making the best of their strengths to enable our communities to flourish.

Innovative

We deliver the best services we possibly can, always looking for creative ways to do things better, putting the customer at the heart of our thinking, and being ambitious and focused on how we can deliver the best services now and in the future.

Respectful

We treat colleagues, customers and partners with respect, listening to their views, empathising and valuing their diverse needs and perspectives, to be fair, open and honest in all that we do.

Collaborative

We listen to, engage with, learn from and work with colleagues, partners and customers to help achieve the best outcomes for everyone.

Our Vision for Lancashire forms part of the county council's planning and performance framework. It sets out our priorities in an open and transparent way. It will be subject to regular monitoring in terms of how we are progressing against our objectives, and it will be kept under review to make sure it is kept up to date in a fast-changing world. It is supported by all council departments and was formally agreed by Full Council in February 2019.

