

Draft
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CORPORATE STRATEGY



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Foreword from the Leader of the county council – Jennifer Mein

Lancashire County Council is entering a new chapter in its history. In the years ahead, its services must transform as resources are again severely cut while demand for essential services continues to rise.

It is my duty as Leader of the Council to ensure these changes are managed in the best interests of our communities. This core strategy provides the foundation for that and marks the beginning of a period that will redefine the county council's role in the lives of the people of Lancashire.

Fairness is at the heart of our thinking. An important inspiration has been Professor Sir Michael Marmot's report 'Fair Society, Healthy Lives', which talks about reducing the greatest inequality of all: the gap in health and life expectancy caused by the social circumstances in which people live.

It is a gap that provides some stark and unacceptable contrasts. A baby boy born in Burnley today has a life expectancy of 74.2 years, whereas a boy born in South Ribble is expected to live to 81.2 years of age. There is an even bigger gap in the number of years of life for which people in different parts of the county are likely to enjoy good health.

With responsibilities spanning public health, social care, the economy and the environment, the county council is in a position to make a difference. We must strive to close that gap. The new way of prioritising resources set out in this strategy will help by securing access to vital services right across the county while providing the greatest concentration of support in those areas where need is greatest.

Building collaboration with our neighbours, both within and beyond Lancashire, will also be an important theme. We want to work ever more smartly with partners not just to deliver services but to make the county a more resilient and vibrant place. That means somewhere businesses want to invest and create employment, providing more opportunities for people to fulfil their potential and lead healthy, happy lives.

We will be working with neighbouring councils to create a new model for public service delivery in Lancashire, which would go hand in hand with a devolution deal with central government.

We will also be an active partner in discussions across the North of England with a view to securing the best outcomes for Lancashire on large scale transport developments and other regional priorities.

Despite many challenges, you will see that we have some ambitious goals. I look forward to working with our communities, businesses and partner organisations towards achieving them for the benefit of the people we serve and for Lancashire as a whole.



Jennifer Mein
Leader, Lancashire
County Council



Introduction

This strategy has been produced in some of the most challenging circumstances in the history of local government. Like many parts of the public sector, councils are under acute financial pressure and further austerity measures are expected for the foreseeable future.

Alongside reductions in the level of financial resources, we are experiencing increased demand for many services, especially those the council has a statutory obligation to provide. We will continue to deliver against a challenging programme of budget reductions and reshape the services in support of the priorities set out in this strategy. However, we know that the council's financial resources will be insufficient to enable us to continue to deliver effective services without considering the potential role of other public services, private and voluntary sectors, and our communities, in meeting local needs.

Despite an unprecedented savings programme, the council will still be an organisation that spends over £1.5bn per annum on services and infrastructure. We must continue to focus on spending this money wisely to maximise the benefit to the people of Lancashire. We must also seek to further the council's role in providing strategic leadership and influence across the county.



There is no single vision as to what public services will look like in 2021, but we cannot solve the challenges we face alone and must work with the Government and partners towards new solutions for public services. In this respect we see this as a time of possibility for the council, its partners and communities. Devolution and de-centralisation have the potential to unlock the fundamental reconfiguration of services such as health and care systems.

There is also a new opportunity to develop one voice for Lancashire and a shared understanding with partner organisations.

This strategy seeks to ensure we continue to meet the immediate needs of our communities while shaping the council into an organisation that is sustainable and able to deliver successfully against its goals for years to come. It sets out what we will be doing to achieve that balance, along with our commitment to securing the best outcome for our citizens, communities and for Lancashire.

Reasons to change

Deprivation levels are an effective indicator of outcomes for health, housing and employment. Broadly speaking, the most deprived communities experience the worst outcomes and the most affluent communities experience the best.

For example, a male child born today in one of most deprived communities would be expected to live, on average, until they were 74. A male child born today in one of our most affluent communities could expect to live for almost 7 years longer, and to be free of disability for almost 9 years longer than their counterpart. We need to ensure that the council's services are designed to address the significant variations in need that underpin these huge contrasts.

Against this background the council's core purpose will be to work for the people of Lancashire to enable them to:

- live a healthy life;
- live in decent home in a good environment; and
- have employment that provides an income that allows full participation in society.

Lancashire is a key economic sub region within the North West and the wider North of England, with a unique offer and a role to play in developing the Northern Powerhouse. Lancashire's leading national and regional position in relation to aerospace, advanced engineering and manufacturing, together with its strengths in energy and higher education, make it a pivotal part of the long term sustainability of the North's economy, as does its internationally recognised visitor offer.

Our priorities reflect our intention to build on these strengths.

Serving a population of marked social and economic contrasts requires a county council that is flexible and able to innovate, rather than a one-size-fits-all approach. At the same time we must maximise economies of scale and develop a more business-like approach to the way resources are matched to the complex range of needs that exist now and in the future.

The extent of the financial challenge we face means that there is unlikely to be any area of spend that is unaffected by the need to deliver savings, and some services will have to be radically reshaped or stopped altogether.

Our core purpose

Is to work for the people of Lancashire to enable them to:

- *live a healthy life*
- *live in a decent home in a good environment*
- *have employment that provides an income that allows full participation in society.*

Our vision

Is that every child born today in Lancashire, and every citizen will grow up and live in a community and an environment that enables them to live healthier for longer, have a job when they leave education and achieve their full potential throughout life.

Our values

To be Fair, Trustworthy, Ambitious and to have Belief in People.

Our approach

Achieving this vision will be the lifelong journey, which we describe in terms of Starting Well, Living Well and Ageing Well.

A child born in Lancashire today has the potential to live for over 100 years. Whilst our strategy looks up to twenty years ahead, every year we will have citizens aged from 0 to over 100. We will work for all of them to do all we can within our resources to achieve our vision.

Our evidence base

We will provide services based upon sound evidence of need and in a way that is proportionate to the needs of our communities.

Strategic outcome

To live a healthy life

- Increase the time that people in Lancashire can expect to live in good health
- Narrow the gap in people's health and wellbeing between different parts of the county
- Enable people to make healthy lifestyle choices

Strategic outcome

To live in a decent home in a good environment

- An adequate supply of affordable quality housing to rent or buy that meets the needs of all our citizens
- Good quality local neighbourhoods with adequate parks, open spaces, social, cultural and sporting opportunities
- Communities where families and individuals feel safe
- A high quality natural environment

Strategic outcome

To have employment that provides an income that allows full participation in society

- Rebalance Lancashire's economy to reduce its over-reliance on low paid employment.
- Increase the employability of Lancashire's citizens
- Focus on communities where there are high concentrations of unemployment and low paid employment



Our priorities

- Support communities in Lancashire to become self-resilient
- Work in partnership with all other agencies to make local communities strong, self-reliant and cohesive
- Help people to improve their physical and mental health through early assessment and treatment that enables them to live independently
- Provide quality care at home
- Support families and carers in their choice of health and social care to help them maintain their independence
- Ensure sufficient high quality, affordable residential care throughout Lancashire
- Provide children, families and adults with support to prevent the need for crisis interventions and minimise the number of children and young people in care
- Protect our most vulnerable children and adults from avoidable harm
- Ensure the children we look after have the best start in life
- Provide enough school places throughout Lancashire
- Support all Lancashire schools to be good or outstanding
- Work with schools and families to narrow the gap in educational attainment from Key Stage 2 to Key Stage 4
- Develop a programme to reduce the number of Lancashire citizens aged 16 or over who have no qualifications
- Support the Further Education sector to improve the employability of Lancashire's workforce
- Develop an effective economic growth programme with an increased emphasis on our most deprived communities
- Promote the living wage
- Support Lancashire Enterprise Partnership to improve the economy and reduce deprivation
- Deliver the Strategic Economic Plan for Lancashire
- Work with partners to deliver new homes and essential infrastructure
- Implement the Preston, South Ribble and Lancashire City Deal
- Invest in Lancashire's town and city centres
- Implement Lancashire's five Highways and Transport Masterplans
- Invest to improve the condition of our roads and footways
- Invest in green infrastructure to make it easier and safer to cycle and walk to work, school and local services
- Promote and protect Lancashire's natural environment
- Support green energy solutions in Lancashire and reduce the council's own energy use
- Maximise the diversion of waste from landfill



Our approach to service delivery

To guide our actions we are committed to our values of being Fair, Trustworthy, Ambitious and having Belief in People. Alongside these, we have established a set of principles that will inform our approach to service delivery:

Meeting the needs of our Communities: We will adopt an evidence based approach:

- services will be planned around the needs of communities living in 34 geographic areas. These service planning areas were based on:
 - clusters of nationally recognised statistical geographies sharing similar characteristics¹
 - natural geographic boundaries and the containment of discrete communities.
- a single neighbourhoods plan will be produced that reflects the differing levels and types of need within those communities. These differences are illustrated in the needs profile for each of the 34 areas.

The neighbourhoods plan will identify how the county council's services will be provided across Lancashire. It will translate the information from the service planning areas assessment into service plans. Particular characteristics of each of the 34 service planning areas will be carefully considered to ensure that the neighbourhoods plan identifies the level of service input required to meet specific needs. Greater need will be met with a higher level of service.

Our approach will mean that a 'universal standard' will be set to ensure that communities are able to access a core service level across the whole county. We will then make more targeted interventions to address the specific needs identified within communities and for individuals.

Services will be delivered through neighbourhood centres across the 34 areas, fulfilling statutory duties while being responsive to local needs. Different services will be integrated where possible, and work together to target and effectively prioritise how they use their resources. At a neighbourhood level they will identify as early as possible when an individual or community needs support to access services to meet their needs and work together to ensure that the right help is in the right place at the right time.

Appendix 2 provides details of Lancashire's 34 service planning areas. In identifying these areas we do not intend to create new administrative or management structures for the county council, but provide a focus upon which we can plan our services, based on the needs of communities.

Our Community Presence – Neighbourhood Centres: The council's physical presence within communities will take the form of Neighbourhood Centres. These will be community focussed, multi-functional buildings delivering a mix of universal and targeted services tailored to the area they are located in.

Neighbourhood Centres will be the base for the provision of services currently delivered through:

- Children's Centres
- Youth Zones

¹ The majority of service planning areas have populations of between 20,000 to 40,000. Outliers include communities around Accrington and Clayton-le-Moors, where population totalled around 57,000 and the community around Barnoldswick, where population totalled around 11,000.

- Libraries
- Child and Parenting Support Centres
- Adult Disability Day Centres.

The numbers and location of Neighbourhood Centres will be based around population and need. There will be a minimum of one Neighbourhood Centre in each of the 34 areas and in areas of greatest need there will be up to 8 centres. Most will be based in existing council buildings, with premises selected with location, size, suitability, condition, running costs and required levels of investment in mind. The number of individual premises providing these services is expected to reduce from around 220 to around 110

Our timescales for delivering savings associated with premises usage are challenging. We will also consider the potential to use other public sector or community assets for locating Neighbourhood Centres where these provide better opportunities for service delivery and will enable us to operate within our reduced financial envelope.

In exceptional circumstances the most cost effective option may be a new, purpose built facility. These options will be important where our current buildings are not well located or access to them is difficult.

As we vacate buildings we will offer these to other organisations, partners and local councils. However, we will only support community asset

transfer where there is evidence of a robust transition plan and no ongoing liability to the county council.

Evidence tells us that integrated services deliver better outcomes for people and can reduce the need for crisis services such as hospital admissions, Accident and Emergency attendances and care home placements. Currently such initiatives are localised and often only address particular groups of people or services. Where possible we will support a joint delivery model with partners to develop a 'whole systems' approach, providing a more effective and seamless service while reducing costs.

Main Offices: There will be a small number of main offices distributed across the county which will be configured to provide flexible office accommodation and well-utilised meeting rooms to support front line service delivery.

Customer Focus: We will put the needs and expectations of our customers at the heart of what we do to ensure that we are able to provide a high standard of service at all times. The way that people access our services will be designed to suit the people using them.

The council will have a 'digital by default' mindset. Information and services will be delivered online as far as possible and we will support and encourage people to engage in digital services. Customers will not be excluded because they do not have internet access at

home. Where appropriate, our most vulnerable citizens will have telephone access to customer service advisors who understand specific service areas. We will work with partners to achieve a more coordinated approach for those most in need, including providing opportunities for them to access face to face advice and support.

Recognising diversity: We recognise the diversity of the population of Lancashire. People have different levels of need and what might be considered a good outcome for one person may not be the best or most appropriate outcome for another. We will design and deliver our services to meet the needs of people using them, within the resources available to us.

Working with others: Our priorities for public service integration will be to work with public service partners at two levels:

- at a strategic pan-Lancashire level through the Health and Wellbeing Boards and the proposed Combined Authority for Lancashire; and
- at the citizen level. Where we work with partners and communities we will ensure that the provision of services by different agencies is coordinated to meet the needs of our communities.

We will renew our strategic approach to working in partnership to help ensure that across the public, business and voluntary, community and faith sectors we can collectively make the best use of available resources to meet the needs of our communities, while managing the risk of fragmentation and gaps in services as organisations seek to make budget reductions. To do this we will seek to align roles and responsibilities with other public sector partners such as district and parish councils, police, fire, transport, health and welfare to address shared responsibilities. The Health and Wellbeing Board provides a clear opportunity to meet this challenge and develop new models of delivery through integrated governance and delivery, with clear lines of accountability for risk.

This approach will underpin our efforts to take advantage of the opportunities offered by the development of a combined authority for Lancashire.

Commissioning and design of services with our communities:

Lancashire County Council is one part of a much wider network of public service delivery across Lancashire. To meet the needs of our citizens and

communities within the resources available to Lancashire as a whole, where our priorities are aligned, we will seek to jointly commission, design and deliver services with our partners.

There is an extensive voluntary sector in Lancashire that has a good understanding of the needs of our communities and is well placed to offer support to the most vulnerable. The council will support the voluntary, community and faith sector in an 'enabling' capacity and facilitate organisations who are meeting local needs to address shared priorities. We recognise that this may require investment. Further, we can work together to design solutions and draw in external investment to areas of greatest need.

This approach will support the development of social networks within communities that results in individual, families and the wider community building a 'resilience' that can enhance people's ability to cope with difficulties and make informed choices.

This will provide a more sustainable and effective approach to preventing problems escalating to the point of crisis, and reduce the possibility of shifting problems to other organisations.

Volunteers provide a valuable resource in the council and in our communities in helping to address the council's priorities. Not only do they help to develop our relationship with the community but can extend and strengthen the work of paid staff.

They bring additional capacity to focus on individuals, families or service areas and can provide new insights into service delivery.

As we seek to integrate our approach to workforce development, there will be new opportunities to maximise the potential volunteering capacity across the public sector and provider organisations. On a personal level, volunteers can benefit by having the opportunity to develop new skills, gain experience in the work place that may lead to paid employment, take advantage of social opportunities and make a positive contribution to the community.

We value the benefits of being an in-house provider but where there is a more efficient way to do business we will adopt the most effective approach.

Promotion of personal and family responsibility:

The services we commission and provide will focus on promoting personal and family responsibility. Our aim is for individuals and families to be resilient and to be able to support themselves without the need for support from the council wherever this is a realistic aspiration. Where support is needed, our services should be focused on pro-active interventions that allow individuals and families to become independent quickly, and not require long-term support from the council. We will support, enable and facilitate approaches to personal and family responsibility, helping communities to identify problems and working for their own solutions.

For the most vulnerable members of our communities, where long-term support is required, then our services will always enable people to live as independently as possible.

Maximise social value from the services

we commission: ‘Social value’ refers to the additional economic, social and environmental benefits that can be created through the effective commissioning and procurement of services. We will use the priorities set out within this strategy to ensure that the services we commission improve the economic, social and environmental wellbeing of Lancashire. When the county council purchases services from an outside organisation, where appropriate, we will ask organisations how they will deliver the services and provide extra social value.

Recognise that no one size fits all:

Lancashire is a socially and geographically diverse county. How we meet needs will be different for different groups of citizens and different communities. Our resources are very limited and as a result our services will be tightly focused on meeting minimum requirements in relation to need. Beyond this our resources will be allocated in line with the priorities set out in this strategy.

Increasing business efficiency: The financial challenges we face mean that we will continue to maximise our productivity through flexible

ways of working, flexible and effective offices, modern and unified systems and processes, and effective use of technology. Employee engagement will continue to be at the heart of our transformation programmes and we will ensure that we do all that we can to sustain our culture change by:

- sharing the same values
- recognising good work
- developing excellent people-managers
- listening to each other and
- always improving our services.

Managing our performance: A robust performance management framework will underpin the delivery of the corporate strategy. A suite of key performance indicators will be established to monitor and manage the delivery of strategic outcomes. Additionally, service plans will include service standards and planned outcomes, reported as metrics with targets. Performance dashboards will be created to monitor corporate strategy Key Performance Indicators (KPIs) and service plan metrics to ensure that service plans are achieving their objectives, and the overall aims of the corporate strategy are being met. The plans will be subject to review periodically to ensure that they remain focussed and relevant.

Our workforce

Our workforce, although smaller, will continue to be critical to the effective commissioning and delivery of our services. The challenges associated with the delivery of this strategy, including the development and delivery of new service models, means that we will need to support our workforce to be able to develop the skills and knowledge required to deliver our priorities. We will ensure that our staff understand our priorities and the contribution expected of them and are:

- engaged in reshaping our services
- competent, confident and safe to work with communities and individuals
- equipped to work with communities and individuals to help them to make the most of their own skills and resources
- able to develop and sustain the relationships needed to achieve collective change
- able to respond flexibly to changes in needs and demand.

We will continue to invest in our workforce over the period of this strategy, shaping our learning and development activity to ensure that our employees are able to deliver the best possible services for the citizens of Lancashire.

Delivering our priorities

Strategic outcome: To live a healthy life

Our approach to enabling people in Lancashire to live a healthy life will strike a balance between those services that are accessible to everyone, which we term 'universal services', and those which are targeted to support people with the greatest need.

Support for the development of resilient communities, where self-help becomes part of the fabric of community life, is at the heart of our approach. People in resilient communities will have satisfaction and pride in their local areas, feel safe, have access to green space and an ability to influence decisions. We will work with communities to identify and solve local issues, listening to people and allowing them to influence what is delivered. We will respond quickly to concerns, keeping the community informed and providing explanations of why we can't do certain things or why alternative action is taken.

Our universal service offer will focus on those areas where we can evidence the greatest impact on protecting and promoting health.

This will include a range of services like health visiting and school nursing, NHS health checks and sexual health services. It will support healthier lifestyles including better emotional health and tackle problems including tobacco and substance misuse at key points in people's lives, as well as working to identify those people who are most at risk.

When people feel that they need help it is important that they are able to understand the range of services available to them and to make informed choices about the most appropriate providers of care and support that they need. We will provide internet and telephone based services to people and their carers on how to access the health and social care services that are available in Lancashire and how to maintain the independence of people in need of support.



We will provide targeted early help services to assist people in improving the outcomes that are important to them, which will in turn contribute towards reducing the demand on high cost statutory services like children and adult social care as well as avoidable emergency admissions to hospital.

Our approaches will recognise and build on the strengths of individuals and communities. We will work in collaboration, helping people to do things for themselves and to feel connected with their communities, so that they are able to become co-producers of support, rather than simply consumers of support. We will support the development of community assets at grass roots as well as organisational levels, supporting inward investment from various national programmes (eg Big Lottery Fund) into Lancashire.

Where people and families are not coping they are often in need of our statutory social care services. We will assess the level of need and agree, with partners where appropriate, a plan to manage and

reduce the level of risk and protect our most vulnerable children and adults from avoidable harm.

We will ensure that children and young people wherever possible will live at home with their families and, where this is not possible, we will find them permanent homes and families without unnecessary delay and with minimum disruption. We will ensure that the amount of time that children spend in care will be appropriate to their needs and that young people in care are supported to achieve their full potential and be fully prepared for adulthood.

We will provide quality care at home avoiding unnecessary admissions or readmissions to hospital and care homes. Our services will enable people to live safely at home wherever possible and to feel connected to their communities. Where treatment in hospital has been necessary we will work with partners to enable people to leave hospital in a timely manner with the rehabilitation they need.

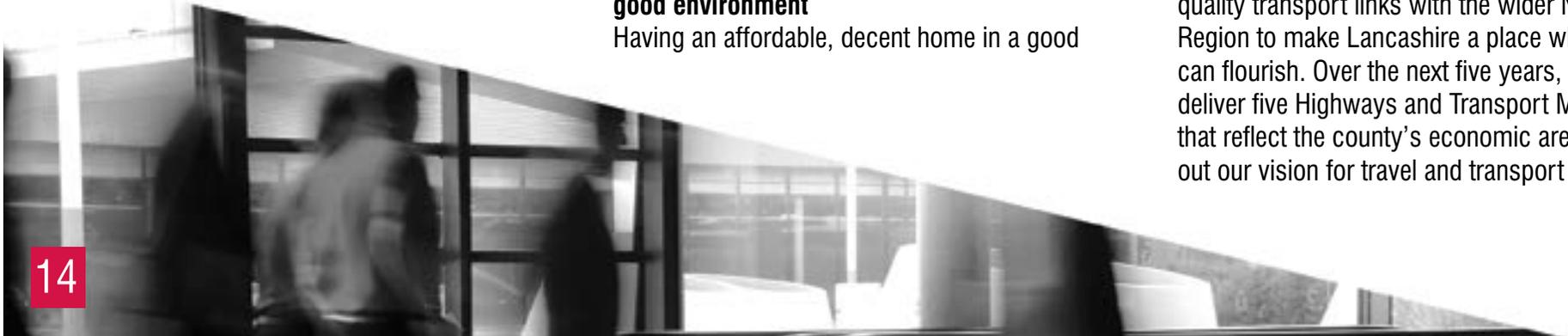
Strategic outcome: To live in a decent home in a good environment

Having an affordable, decent home in a good

environment is essential to a good quality of life for our citizens. The population of Lancashire is expected to have increased by 3.2%, to over 1.2 million, between 2012 and 2024. This increase, together with housing, infrastructure and commercial growth to support it, means there will be more pressure on the physical infrastructure and environment within Lancashire. We will use our influence and services in an enabling capacity to help ensure that this development supports the achievement of priorities set out in this strategy.

Our approaches will recognise the need to promote and protect the natural environment, for example, through targeted investment in green infrastructure to provide access to cycling and walking routes to help connect communities with education, work, local services and leisure opportunities and to maximise the health and social benefits that can be achieved.

We will investment in transport infrastructure to support the development of economic growth and regeneration across the region, to make Lancashire a good place to live and work whilst also ensuring we maximise the opportunities for establishing high quality transport links with the wider North West Region to make Lancashire a place where business can flourish. Over the next five years, we will deliver five Highways and Transport Masterplans that reflect the county's economic areas and set out our vision for travel and transport in that area.



We will improve the conditions of our roads and footways by investing in evidence based preventative maintenance and deliver a capital expenditure programme on highways maintenance over the next 15 years.

There are significant variations in the quality of housing stock and evidence of housing market failure in some localities within Lancashire. The legacy of large numbers of terraced properties in parts of the county continues to influence local house prices. We will use our influence and integrated planning approaches to promote the regeneration of our more deprived urban communities whilst also facilitating the development of new housing on good quality sites that builders want to build on and where people want to live.

We will need to find a balance between the cost and environmental impact of waste disposal and will work with communities and partners to:

- reduce and reuse the amount of waste we produce
- recycle and compost waste
- recover value from the waste that we produce
- minimise landfill disposal.

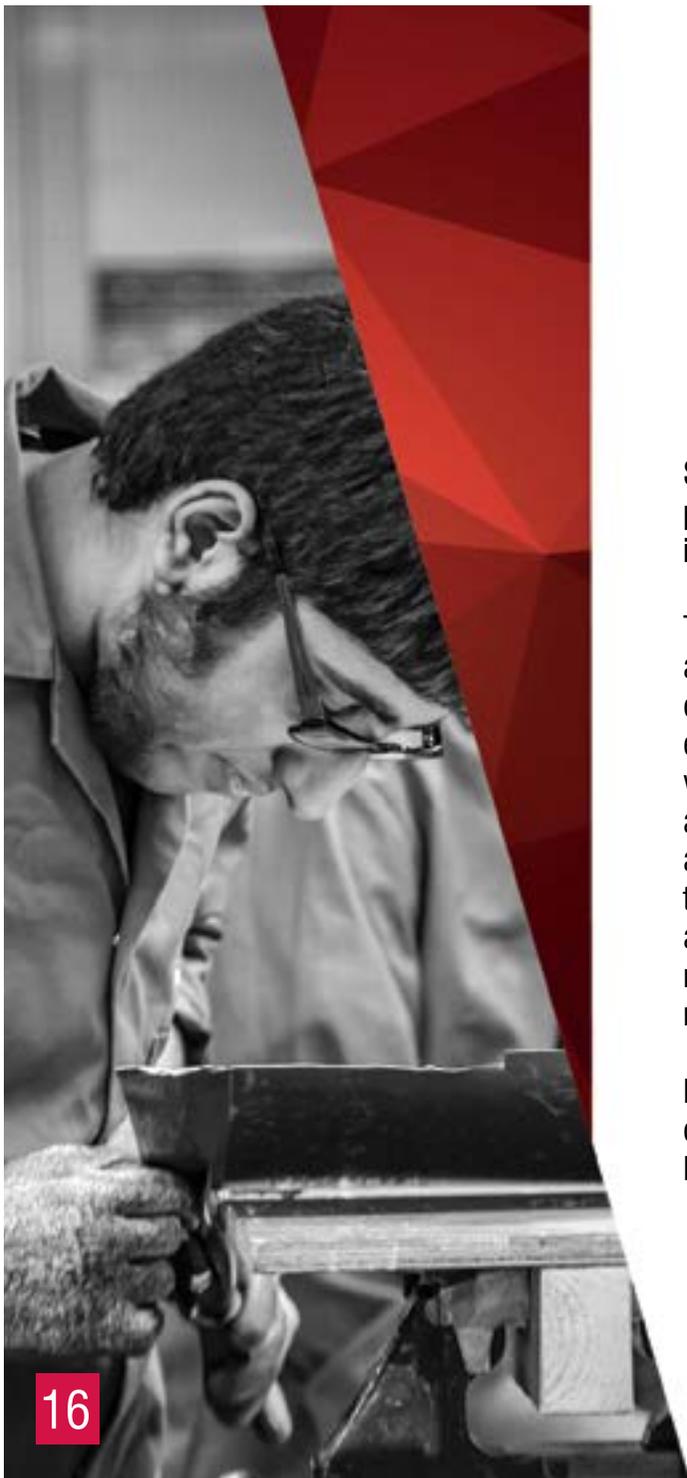
Energy is also a significant aspect of our cost base and we will do more to control both usage and its production. We will reduce the amount

of energy used by our buildings and assets by investing in energy efficiency and reducing the number of poorly performing county council buildings. We will investigate ways in which we can protect against future price rises by being innovative and looking at a range of possibilities including generation of our own energy. We will invest in renewable energy sources to further help reduce our reliance on purchased energy. We will also provide targeted assistance for local businesses to help them take advantage of renewable energy opportunities. We will seek to help local citizens reduce their energy costs and access funding to improve the energy efficiency of their homes.

We want to build strong, self-reliant and cohesive communities, to recognise and help those who need advice and support to help themselves make healthy lifestyle choices. In partnership with our local communities and partners we will support and help build strong, self-reliant and cohesive communities through:

- promoting a clear sense of shared aspirations and values, which focus on what we have in common rather than our differences. We will ensure that Lancashire is a place where people are able to realise their potential to get on in life





- working with partners, including the Police and Crime Commissioner, to improve community safety, reduce crime and the fear of crime ensure that citizens feel safe and are actually safe in their homes, out and about in our communities and at work in our county
- our Equality, Integration and Cohesion Strategy, to deliver activities that will address hate crime, extremism, tension monitoring, and migration.

Strategic outcome: To have employment that provides an income that allows full participation in society

The economy is vital to the health, wealth and wellbeing of our citizens. A prosperous county benefits all, but although Lancashire has experienced sustained growth in the last decade, with readily identifiable economic ‘hotspots’ such as the cities of Preston and Lancaster, the area’s average performance still consistently lags behind that of the UK and neighbouring city regions. Some areas of Lancashire offer a very high quality of life in rural and semi-rural localities whilst, in contrast, a number of towns suffer.

Recognising that fewer Lancashire citizens are qualified to a degree level (NVQ 4) and that KS4 attainment levels are low in our deprived communities, we will work with schools, the further education sector, employers and communities to narrow the attainment gap and enable young people to develop the skills they need to find work. We will provide a range of traded services to schools including consultancy and targeted

support for improvement, to help schools to achieve their intended outcomes. For Lancashire’s working age population we will work with the LEP to develop a skills infrastructure which is aligned to the demands and needs of local businesses and communities.

Through the LEP, we will build on the Lancashire Growth Plan and focus on improving the capability and capacity of our local economy, seizing new market opportunities and overcoming barriers that constrain growth, which will help re-establish Lancashire as a national economic leader. However, we recognise the need to ensure that our most deprived communities benefit from growth and existing assets within Lancashire, such as economic and business assets, centres of research and training excellence and new housing. We will ensure that our influence and investment priorities connect these communities and help to equip people with the skills needed to support business growth and regeneration. We will also build on the success of the Enterprise Zone at Samlesbury and Warton and superfast broadband connectivity to support growth across Lancashire and the region.

As an accredited Living Wage employer, the council is committed to a fair wage for everyone working on behalf of Lancashire County Council, regardless of whether they are permanent employees, third-party contractors or suppliers. We believe that this commitment and accreditation is a way to lift low paid workers out of poverty.

We see a great opportunity to boost our economy through closer working with partners in Lancashire and the North West. We will work with others to:

- give Lancashire more control over decisions affecting the county;
- create a strong voice to argue for greater investment;
- make it easier to deliver on private sector priorities and support business;
- attract more resources and flexibility into Lancashire so we can deliver on our potential;
- make councils more effective by working together on crucial projects in infrastructure and planning; and
- connect with other economies in the North West.

Lancashire's economic strengths and growth priorities are a fundamental part of, and critical to, the building of the Northern Powerhouse.

Our financial strategy

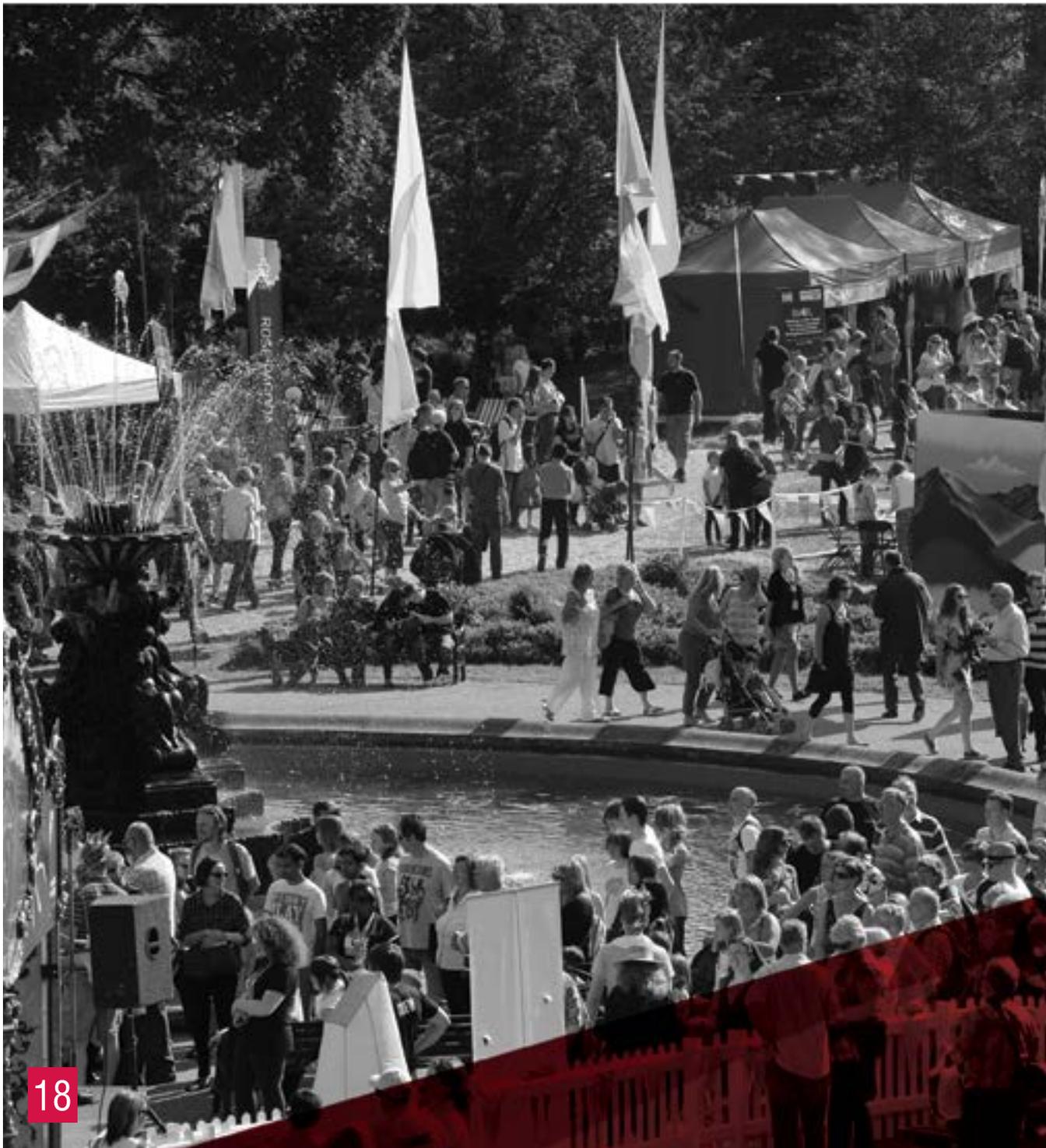
Lancashire County Council continues to face an unprecedented period of financial constraint through to at least 2020/21. Alongside the challenge of reduced resources, we are experiencing increasing demand for our services, especially those where we have a statutory obligation to provide them.

Although we have already achieved significant savings, our financial resources are insufficient to meet the costs of statutory demand-led services over the period to 2021. It is inconceivable that all non-statutory services, street lighting for example, will end in this timescale, so we will need to design a different settlement that meets the needs of communities and is acceptable within the reduced resources available to us.

Our approach will be to:

- Focus on a clear set of priorities and approaches, guided by this Strategy

- use benchmarking with our comparator local authority neighbours to guide decision on our future spending, aiming to be in the third lowest quartile wherever possible
- undertake a zero based budget review to challenge current operating models and to determine the most cost effective way of delivering those services which we will continue to deliver
- shape our Capital Programme to support the delivery of our Strategy and to help reduce demands on revenue budgets
- work with communities, partners and government to find a sustainable solution for public sector services within the available financial resources.



A strong voice for Lancashire

We will make the case for the council's fair share of national resources based upon the needs of our communities. We will work with our partners to develop a Combined Authority for Lancashire and gain effective devolution of powers and resources for Lancashire. We will promote the benefits of Lancashire as a place for business growth and inward investment. We will work with Greater Manchester and other northern authorities to build the "Northern Powerhouse".

The Corporate Strategy Framework

Core Strategy

Vision, Values, Principles, Evidence Base and Approach

Neighbourhoods Plan

How we will deliver services within communities

Key Strategies

Identification and agreement on the key enabling strategies that we will use to deliver our core strategy

Financial Strategy

How we will allocate resources to ensure we deliver on our Medium Term Financial Strategy to 2017/18 and start to look ahead to 2020/21

Service Delivery Plans

How we will deliver the service offers set out in the 2015/18 budget and address continuing financial pressures

Performance Review

Ongoing review of performance to ensure that we are meeting intended outcomes and continuously improve our services

Appendix 2

Summary of service planning areas

- | | |
|--------------------------|-----------------------------|
| 1 Burnley Central | 18 Barnoldswick |
| 2 Preston East | 19 Rossendale West |
| 3 Burnley North | 20 South Ribble East |
| 4 Nelson and Brierfield | 21 Lytham St Annes |
| 5 Fleetwood | 22 Thornton Cleveleys |
| 6 Hyndburn East | 23 West Lancashire West |
| 7 Preston Central | 24 Wyre Rural |
| 8 Skelmersdale | 25 Lancaster Coast |
| 9 Morecambe and Heysham | 26 Lancaster Rural |
| 10 Rawtenstall and Bacup | 27 Fylde East and Broughton |
| 11 Colne | 28 Pendle Hill |
| 12 Burnley Outer | 29 Chorley East |
| 13 Hyndburn West | 30 Ormskirk and Newburgh |
| 14 Lancaster Central | 31 Preston North |
| 15 Chorley Central | 32 Bowland |
| 16 Preston West | 33 Chorley West |
| 17 Leyland | 34 South Ribble West |

Data relating to Lancashire's Service Planning Areas will be refreshed as new datasets become available. The most up to date versions are available on our website www.lancashire.gov.uk/profile

