
The Lancashire Growth Plan

2025 – 2035

Consultation Version,
February 2025











Powering innovation to drive
economic growth.



LANCASHIRE
COMBINED COUNTY
AUTHORITY

To download this consultation version of the Growth Plan,
visit: Lancashire-cca.gov.uk

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Front Cover
PHASA-35 Solar electric unmanned,
high altitude air vehicle
(BAE Systems)

Inside Cover
Junction 5 of the M65 at Blackburn



Image
Steps next to the sea - Cleveleys

Foreword 1

Upper Tier Local Authority Leaders

It's Lancashire's time. In a rapidly changing world, with new leadership and governance locally and nationally, this Growth Plan provides a platform to restate our ambition, our potential, our innate strengths and the unique contribution we can make to our national growth mission. It is a clear statement of what we want to achieve, what we with our partners can deliver ourselves, and where we want and need to work with Government to ensure we succeed.

This is a region with a proud industrial heritage which continues to match the highest productivity and export performance of any region outside London. But this is not an economy which is standing still. Unique energy capabilities and significant new investments in cyber, digital and tech are noteworthy but also provide the stimulus to recharge and reinvent more established industrial strengths.

There is a strong correlation between the sectors identified in our Growth Plan and those highlighted in the emerging national Industrial Strategy, including Advanced Engineering & Manufacturing, Clean Energy, and Digital. Lancashire is well placed to contribute to regional and national efforts to fully realise the global opportunity presented in these areas. We also recognise the pivotal role we play in wider sectoral and economic geographies, and we are open and committed to work with our neighbours and those who share our ambitions to widen that pool of opportunity.

To realise our potential, Lancashire needs support to attract new public and private investment. Additionally, we must effectively allocate resources to enhance places, skills and connectivity that will unlock this opportunity.

Above all Lancashire is ambitious for its people, that they should have access to great opportunities and a prosperous future in the place they choose to live and work. A productive and growing economy is the engine which drives and widens their life chances, and in turn they are the skills base on which our future rests.



Philippa Williamson
Cllr Philippa Williamson
Leader of Lancashire County Council



Lynn Williams
Cllr Lynn William
Leader of Blackpool Council



Phil Riley
Cllr Phil Riley
Leader of Blackburn with Darwen

Foreword 2

Mo Isap Chair, Lancashire Business Board



As business leaders, we succeed with a focus on our destination and ensuring we have the capability to get there. We also know where our businesses and our region can win!

This is the DNA we have brought to the development of the Lancashire Growth Plan, ensuring that this isn't a simple re-statement of the same old sectors and assets but instead reflects what makes Lancashire distinctive and where a step change in performance is possible.

As Chair of the Lancashire Business Board, I am delighted to endorse this Growth Plan for Lancashire and the way in which the voice of business has been put at the heart of the new Combined County Authority.

Our Board has been extensively involved in the development of this Growth Plan and will continue to develop, define and reframe the document as we move through this next consultation phase.

As with the Growth Plan and the recent Industrial Strategy Green Paper, it is vital the business perspective is reflected within these key documents and those which will follow on transport, infrastructure, strategic development, and joint work to enable Lancashire to compete more effectively for new private investment in key growth sectors.

Given the calibre of the businesses who have come together to form this new Business Board, we are committed to leveraging our personal and business networks, using these plans as a guide, to facilitate and enhance key partnerships, introduce new investors, and broker deals that will advance our strategic ambition for the people, places and businesses of Lancashire.

Executive Summary

A thriving Lancashire is fundamental to the economic success of the UK. With a population of 1.53 million¹ and a Gross Value Added (GVA) of £40 billion², Lancashire is the second-largest economy in the North West, with growth potential of national significance still to be unlocked. The region is home to over 55,000 businesses, providing more than 728,000 jobs³. Lancashire's economic landscape is defined by strengths in advanced engineering & manufacturing, nuclear energy, cybersecurity, artificial intelligence, and sustainable industries.

Our Growth Plan outlines Lancashire's economic priorities at a pivotal moment, as local leaders, businesses, and investors work together to transform the region into a global leader in innovation, inward investment, and economic resilience. The Lancashire Innovation Plan, which helps to underpin our Growth Plan, plays a central role in this transformation, ensuring that investment is directed towards high-impact, technology-driven growth sectors.

The recently established Lancashire Combined County Authority (LCCA) is driven by the desire to deliver positive and lasting change and will:

- Champion Lancashire's interests at national and international levels.
- Deliver on regional economic priorities through targeted investment in innovation, infrastructure, and workforce development.
- Strengthen inward investment strategies, positioning Lancashire as a leading destination for global capital, venture funding, and industrial R&D investment.
- Ensure our places and communities in greatest need can access the new business growth and wealth creation opportunities created.

Our Growth Plan highlights a subset of Lancashire's economy that aligns with the Government's Industrial Strategy and can significantly contribute to the national mission for growth. Lancashire's unique sectoral assets and the way in which they add value to one another distinguish the region from others. This blend of existing strengths with emerging markets and cross-cutting technologies forms a distinctive economic blueprint. Our Vision is to be a globally recognised, highly competitive, and sustainable region celebrated for its exceptional quality of life, connectivity, and opportunities.

The pipeline of major development and infrastructure projects contained within our Growth Plan set out a 10-year investment package valued at over £20 billion. If supported, both locally and nationally, this investment will transform Lancashire's economic prospects and contribute to the Government's mission to supercharge the nation's growth performance.

¹ ONS Population Estimates – Local Authority based by five year age band. NOMIS, 2021A
² ONS, Regional gross value added (balanced) by industry: all ITL regions, 2024
³ ONS, Job Density 2022, NOMIS

Image
Victoria Mill - Burnley Campus
University of Lancashire
(formerly the University of Central Lancashire)

Our Priority Opportunities

Lancashire's economy is diverse and resilient, but the Lancashire Growth Plan will ensure targeted investment in key technology sectors, maximising national impact and local transformation.

Sector	Unique Potential / Capabilities
1. UK Security	Lancashire's capacity and ability to manufacture military aircraft, produce nuclear fuel, and develop emerging capabilities in the cyber domain are powerful economic drivers. By harnessing the intersections of these industries and their underlying technological needs, we can establish new clusters where industry, academia, and wider society collaborate. This synergy will forge new products and capabilities, enhancing national security and contributing to economic growth.
2. Clean Growth / Nuclear	The region boasts key capabilities across the nuclear lifecycle, particularly in enrichment and fuel production and operating nuclear power stations. Combined with Lancashire's sites, skills, and expertise, this presents opportunities for developing a new generation of nuclear fuels and energy systems. These established capabilities are complemented by new energy storage and efficiency technologies, which enhance both offshore and onshore energy generation. Lancashire's significant capabilities in clean energy and nuclear not only provide energy security but also the availability of more cost-effective power to enable Lancashire's (and the UK's) other key sectors to remain globally competitive. Additionally, Lancashire's advanced engineering and manufacturing base has the skills necessary to diversify and support production in these sectors.
3. Sustainable Digital and Artificial Intelligence	Digitisation and Artificial Intelligence (AI) will transform all economic sectors. However, this development brings challenges, such as the data processing sector's high consumption of water and power, potential impacts on routine jobs, and the need to address risks to digital systems. Lancashire is uniquely positioned with its access to unparalleled transatlantic connectivity and wind power, and its innovative approach to tackle these challenges as part of a nascent North West Cyber Corridor to drive economic growth in a sustainable way, deliver major productivity gains, and generate new higher-value jobs.
4. Supporting the Continued Success of Advanced Engineering & Manufacturing	Lancashire has historically been a pioneer of manufacturing and continues to be to this day. Our evidence base indicates that the advanced engineering & manufacturing sector significantly impacts Lancashire's economy, contributing approximately £6.4 billion, which represents 18% of the region's total Gross Value Added (GVA). Key sectors include military and civil aerospace, energy, chemicals, and commercial vehicles, with action focused on supporting these prime sectors with a strong supply chain of mid-cap companies that have shown resilience, innovation, and openness to diversification. Our supply chain capabilities are equally important to the development of new, high value, low-carbon goods.
5. A Re-imagined Coast	While boasting the UK's most visited seaside town, in Blackpool, Lancashire's coastal towns have recognised the need to reinvent themselves and adapt to changing tourism trends and visitor demands. They are leading the way in driving local partnerships, forging strong and enduring relationships with Government, and in seeding investment in new attractions and town centre development opportunities – a way of working that offers a regeneration blueprint to inform a national approach to revitalising coastal towns.

Creating the Conditions for Inclusive Economic Growth

The power and potential of Lancashire lie equally in its people, places, and business base. Diverse communities, a significant output of graduates and technical skills, and institutions that blend world-class research with local relevance and impact all play crucial roles.

Lancashire's geography combines a reinvented coastal cultural and tourism offer for new generations of visitors, a countryside renowned for the provenance and quality of its food, and a mix of proud and dynamic cities and towns. The model that unlocks their collective economic potential is essential for a truly productive and inclusive economy. To summarise, it is our contention that Lancashire is already:

- **A place of economic scale** – the fourth largest economy in the north of England - which warrants investment based on its potential to deliver significant national growth.
- **A place that adds great value to the wider north** – a connected economy with sectors and strengths that work best when not constrained by administrative boundaries.
- **A place that develops and seizes its own opportunities** – where business and communities can see and take opportunities, winning resource for the return they offer.
- **A place of unique contrasts** – a place of major urban centres, countryside and coastal communities, creating the conditions for growth.

Our Growth Plan focuses on sectors with the greatest growth potential while also recognising the importance of foundational sectors and structurally significant businesses, such as public services and health and social care. Additionally, the Plan supports the development of culture, health, transport, skills, and housing as key enablers for economic growth.



Image
Preston Train Station

Our Asks

To fully animate and realise the opportunities set out above, Lancashire will unite local partners to highlight the potential of these unique assets.

To achieve our vision for growth in Lancashire, we will:

- Focus new devolved powers and resources on delivering transformational growth, creating conditions for sectors to thrive through economic development, transport, and skills investment.
- Mobilise business leaders and places to promote these strengths and attract investment.
- Invest in a data observatory that combines world-class research capacity with business, sustaining clear analysis of local strengths and bringing complementary innovation capacity alongside those who choose to locate and grow here.

To supercharge our growth, Lancashire needs targeted Government policy and investment support in the form of:

- National recognition of the strategic importance of our local industrial strengths and global export programmes, and opportunities to further leverage national investments in our world-class advanced engineering and manufacturing corridor:
- BAE Systems Global Combat Air Programme, Eurofighter Typhoon and F35 Lightning contributions.
- Leyland Trucks commercial vehicles.
- Enhancing supply chain capabilities for these and similar sectors, including the Government's AUKUS submarine.
- New investment facilitating and leveraging the development of the National Cyber Force HQ through unified programmes to support research, skills development, local industry engagement, and key place-based initiatives such as Blackburn's Cyber and Skills Campus and Innovation Quarter, as part of the wider Blackburn Growth Axis, and the expansion of the innovative Multiversity skills campus in Blackpool.
- The need to address the UK's energy costs, compared to competitors.

New investment to drive the industries of the future from the capabilities of today:

- UK sovereign uranium enrichment capacity for future reactors in Lancashire's unique nuclear fuel assets (Westinghouse, Springfields Fuels)A
- Support for the transition to new nuclear at Heysham power stations.
- Autonomous flight with civil, military, and space applications (Altitude Facility at Warton).
- Silicon Sands – Low Carbon Data Centre facility at Blackpool Airport Enterprise Zone, and support in securing national AI Growth Zone status.
- Preston Station Quarter – support to catalyse the regeneration of the city centre.

Refocus devolved skills and employment investment to lift local job prospects and productivity by:

- Continued investment in the Lancashire Careers Hub to drive the aspirations and interests of young people, working with schools, colleges and employers, to enable effective transitions from education to the world of work.
- Local prioritisation of devolved funds to better align technical education and skills pathways to meet local labour market needs and the demands of new economic sectors – including Skills and Growth Levy flexibilities, Skills Bootcamps and re-alignment of 16-19 provision.
- Partnership with DSIT to drive up digital, cyber and AI skills and address digital exclusion.
- Investment in programmes by DWP and DHSC to support local alignment of work, health and skills programmes to stem and reverse the growth in economic inactivity.

Develop and implement a pipeline of strategic transport projects, informed by a new LCCA Local Transport Plan, to underpin our growth priorities and ensure improved access to new economic opportunities. This could include:

- Improvements to Lancashire's motorway and major road networks that will unlock growth, including M65 growth corridor infrastructure upgrades to deliver new economic opportunities, and business case development work in support of a 4th River Ribble crossing at Preston.
- Strategic rail upgrades, including new stations and services, and the electrification and re-instatement of key rail lines to improve poor east / west connectivity and links to neighbouring city regions and regional transport assets, including Manchester Airport and the Port of Liverpool.
- Explore opportunities to bring forward new or expanded light rail networks, with trams complementing other travel choices within and linking major centres of population and strategic growth opportunities.
- A significant expansion of Lancashire's Superbus network.A

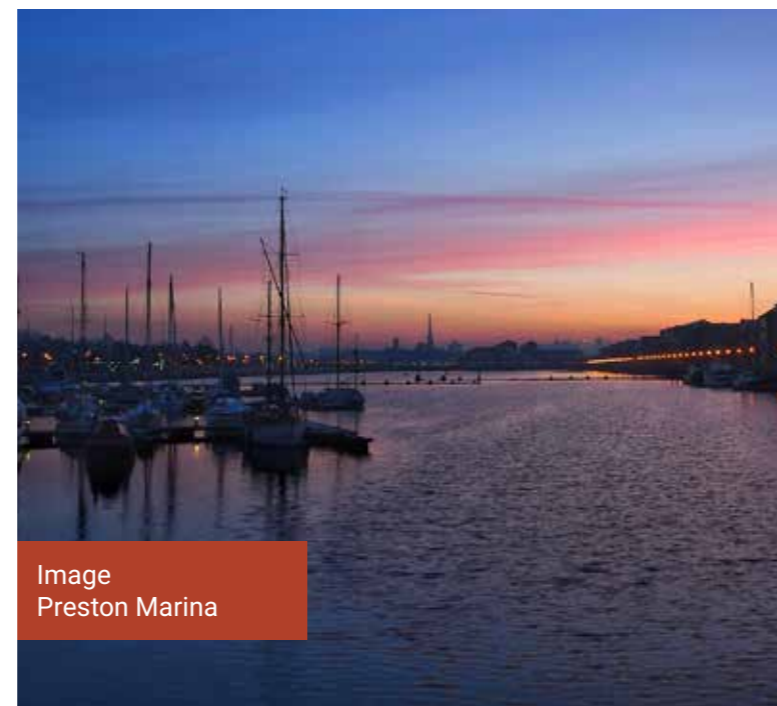


Image
Preston Marina

Section 1 Introduction

A thriving Lancashire is fundamental to the economic success of the UK. With a population of 1.53 million⁴ and a Gross Value Added (GVA) of £40 billion⁵, Lancashire is the second-largest economy in the North West, with significant national growth potential still to be unlocked. The region is home to over 55,000 businesses, providing more than 728,000 jobs⁶. Lancashire's economic landscape is defined by strengths in advanced engineering and manufacturing, nuclear energy, cybersecurity, artificial intelligence, and sustainable industries.

Our Growth Plan outlines Lancashire's economic priorities at a pivotal moment, as local leaders, businesses, and investors work together to transform the region into a global leader in innovation, inward investment, and economic resilience. The Lancashire Innovation Plan, which helps to underpin our Growth Plan, plays a central role in this transformation, ensuring that investment is directed towards high-impact, technology-driven growth sectors. The Lancashire Combined County Authority (LCCA) has been established to devolve powers from Government to local decision-makers and serve as a unified leadership body for economic growth.

The LCCA is driven by the desire to deliver positive and lasting change and will:

- Champion Lancashire's interests at national and international levels.
- Deliver on regional economic priorities through targeted investment in innovation, infrastructure, and workforce development.
- Strengthen inward investment strategies, positioning Lancashire as a leading destination for global capital, venture funding, and industrial R&D investment.
- Ensure our places and communities in greatest need can access the new business growth and wealth creation opportunities created.

Our Growth Plan highlights a subset of the Lancashire's economy that aligns with the Government's Industrial Strategy and can significantly contribute to the national mission for growth. Lancashire's unique sectoral assets and the way in which they add value to one another distinguish the region from others. This blend of existing strengths with emerging markets and cross-cutting technologies forms a distinctive economic blueprint.

The Growth Plan focuses on sectors with the greatest growth potential while also recognising the importance of foundational sectors and structurally significant businesses, such as public services and health and social care. Additionally, the Plan supports the development of culture, health, transport, skills, and housing as key enablers for economic growth.

The programme of major development and infrastructure projects, identified in our Plan, has the potential to generate over £20 billion in additional investment over the next decade. This investment would transform the Lancashire economy' and make a substantial contribution to the Government's mission to supercharge our national economic performance.

National Context

Aligning the Growth Plan with national growth missions and strategies.

Our Growth Plan responds to the Government's Industrial Strategy Green Paper and the Devolution White Paper and supports the national framework for growth. Increasing growth is the number one mission for Government and the central focus of our Plan.

The Growth Mission

Rebuild Britain

Economic and Fiscal Stability	Investment Infrastructure and Planning	Place	People	Industrial Strategy and Trade	InnovationA	Net Zero
Macroeconomic and financial stability, fiscal sustainability and policy certainty.	Higher public and private investment, improved infrastructure like transport and planning reform.	Regional growth through investment, devolution and reform, and support for house building.	More people in good jobs, improved employment prospects, skills, and productivity.	An industrial Strategy and a Trade Strategy to bolster growth-driving sectors and free, open trade.	Support for scientific breakthroughs, R&D, and the diffusion of technologies, including AI.	Net Zero delivered in a way that support growth and captures economic opportunities.

Figure 1 An overarching framework for Government's Growth Mission, Budget papers, October 2024

4 ONS Population Estimates – Local Authority based by five year age band. NOMIS, 2021A

5 ONS, Regional gross value added (balanced) by industry: all ITL regions, 2024

6 ONS, Job Density 2022, NOMIS

Document Structure

This document provides a comprehensive overview of Lancashire's growth potential, strategic priorities and key projects..

Executive Summary: An outline of Lancashire's economic priorities and growth credentials, highlighting the region's alignment with the Government's Industrial Strategy and its unique sectoral assets.

Economic Vision: A statement of the overarching goal to be a globally recognised, highly competitive and sustainable region celebrated for its exceptional quality of life, connectivity, and opportunities.

Case for Growth: A detailed evidence base outlining opportunities and challenges.

Priority Opportunities: Detailed descriptions of key sectors with unique potential and capabilities, including UK Security, Clean Growth/Nuclear, Sustainable Digital and Artificial Intelligence Advanced Engineering & Manufacturing (AEM), and Coastal Regeneration.

Foundations for Growth: An exploration of the foundational elements driving economic growth, such as quality of place and culture, skills and employment, and infrastructure development.

Major Projects and Asks: An overview of thematic investment programmes and key projects that support the strategic priorities and economic drivers. Each section provides insights into how Lancashire can leverage its unique strengths and opportunities to drive national growth and local transformation.



Image
Blackburn Museum Art Gallery

Section 2

Vision and Strategic Priorities

Defining Lancashire's vision for a competitive and sustainable economy.

Vision: To be a globally recognised, highly competitive, and sustainable region celebrated for its exceptional quality of life, connectivity, and opportunities.

With the right support, investment and devolved leadership, Lancashire will be: -

- A place with the industrial capacity and gravitational pull to host, **accelerate and nurture new technologies for future markets.**
- An exemplar of how **diverse and dynamic communities are driving growth** themselves and attracting inward investment.
- A place which retains and attracts skilled workers through a compelling, affordable and varied **quality of life offer.**
- A place with where leadership and investment drive new growth and prosperity in **communities where it is most needed.**

We will use the Lancashire Combined County Authority to deliver a set of strategic economic priorities to achieve our vision: -

- **Sector Development & Growth:** Realise the full potential of Lancashire's competitive economic strengths and business base.
- **Innovation Excellence:** Maximise the economic value of Lancashire's centres of research and innovation excellence and globally competitive business clusters.
- **Skills for Growth:** Refocus Lancashire's approach to skills provision, ensuring it is responsive to business needs and demands and to enable inclusive growth.
- **Business Growth & Enterprise:** Strengthen and refresh Lancashire's business growth hub (Boost), in targeted areas, and improve our strategic capacity to compete for new investors and occupiers.
- **Releasing Local Growth Potential:** Create the right conditions for business and investor growth and unlock new development and employment opportunities across Lancashire through the development of a Lancashire Infrastructure Strategy and related plans.

Our Framework for Growth

Economic Vision

To succeed as a global recognised, highly competitive, and sustainable economy, known for its quality of life, connectivity and opportunities

Economic Priorities (Drivers):

Priority 1
UK Security

Priority 2
Clean Growth / Nuclear

Priority 3
Sustainable Digital and AI

Priority 4
Continued Success of Manufacturing

Priority 5
A Reimagined Cost

Foundations for growth (Enablers)

- Quality of Place and Culture: Enhance access to culture, heritage and sports to attract and retain talent.
- Skills and Employment: Align skills training with business needs to drive productivity and job creation.
- Boost Health and Help People Back to Work: Implement strategic to improve health and regenerate inactive residents into the workforce.
- Infrastructure: Develop transport, housing, and strategic sites to support and accelerate economic growth, focusing on key clusters and corridors to enhance connectivity and collaboration.

Major Projects and Investment ProgrammesA

Case for Growth

A clear evidence base to underpin the Growth Plan.

Our Growth Plan is based upon a substantial evidence base, including the Lancashire Independent Economic Review (2022), Lancashire 2050 Strategic Plan (2023)⁸, Lancashire CCA Proposal (2024)⁹ and the Lancashire Skills and Employment Strategic Framework (2024)¹⁰.

Lancashire is a nationally significant footprint with almost a million people of working age but has one of the lowest ratios of workforce to residents in the country due to an older population and increased economic inactivity¹¹. Adjusted job density suggests there are sufficient jobs¹² for residents in the workforce, which compares well to the rest of the North West, outside the regional core.

Lancashire's economic mass is considerable but has remained broadly unchanged over the last 20 years relative to other economies nationally. Economic output is concentrated along a transport axis centred around motorway and rail connectivity, with large expanses of relatively low economic output, particularly in rural areas and Areas of Outstanding Natural Beauty.

Five Drivers for Growth

- Size and scale – Lancashire is a nationally significant location, demographically, spatially and economically, with almost a million people of working age and an economy worth £40 billion.
- Powerful, specialised and nationally significant Advanced Engineering & Manufacturing (AEM) sector – creating more than £7bn a year for Lancashire's economy, and twice as concentrated as the national average¹³.
- Areas of high productivity¹⁴ with a strong AEM base.
- Job density and adjusted job density – there are sufficient jobs to sustain Lancashire's workforce, considering the working-age population and economic inactivity. There should be a focus on creating higher-value jobs rather than just 'any jobs'.
- Distribution of economic output – there are strengthening concentrations of economic performance in defined and connected areas.

Five Challenges

- To sustain and extend the recent uplift in our growth rates, which had stalled, in relative terms, in comparison to neighbouring Mayoral Combined Authorities.
- High reliance economically on AEM and a low proportion of economic output which comes from knowledge-based sectors, coupled with the need to upskill and inspire residents around these new opportunities.
- A need to match excellent north / south connectivity by road and rail, with improved east / west transport connectivity, opening-up and extending self-contained labour markets and extending travel to work patterns¹⁵. This reflects earlier analysis

in Lancashire's Independent Economic Review which identifies areas with poorer transport connectivity contributing less economic output than better connected areas.

- Despite continued growth, there is a need to broaden the volume and availability of investment for growth, both public and private, which has been stagnant for some time and may more recently have shrunk in real terms¹⁶.
- A need to address high and growing levels of economic inactivity and an ageing population, increasing workforce pressures for businesses, and, in turn, greater demands on public services, which all combine to lower Lancashire's productivity potential.

Lancashire is below average in terms of economic productivity, though with some place-outliers that exceed national skills and economic performance benchmarks, especially areas with high levels of AEM output. Economic literature suggests a strong relationship between economic growth and the proportion of employed people with Level 4 and above qualifications¹⁷, explaining around a third of the local variation in productivity across Lancashire^{18A}.

Lancashire's business base is large and represents the fourth largest nationally of any Combined Authority area¹⁹, although it has a high proportion of medium-sized businesses that are not progressing to become large employers²⁰. AEM is the biggest contributor to the economy financially and is more than twice as concentrated as the national average. Conversely, Lancashire has the second lowest concentration of economic output from Knowledge Intensive Business Services (KIBS) of any Combined Authority in the country²¹.

Forecasts indicate a reduction in the size of the manufacturing workforce over time, though growth in output suggests further specialisation and moves towards more Advanced Manufacturing. There is also expected growth in knowledge-based sectors such as digital, professional services, healthcare, and education²².

Lancashire's commuters tend to move along the north / south axis with relatively little movement east / west, reflecting poor connectivity and more self-sufficient travel-to-work areas²³. Those who work outside of Lancashire tend to work in Cumbria, Greater Manchester or Liverpool²⁴.

Growth in investment spending since 1998 has been lower in Lancashire than in any other region nationally, which may explain Lancashire's lower economic growth during the same period²⁵. In the innovation space, Lancashire ranks in the bottom half for innovation grants issued by Innovate UK²⁶ and in the bottom quarter for the average size of grants. These grants are increasingly concentrated in areas with high levels of KIBS as opposed to areas with more production-oriented economies.

7 Lancashire Independent Economic Review, Metro Dynamics (2002), available at <https://www.lancashireier.org/>

8 Lancashire 2050 Strategy, Lancashire Leaders (2023), available at <https://www.lancashireier.org/A9>

9 <https://lancashire-cca.gov.uk/>

10 Lancashire Skills and Employment Strategic Framework <https://www.lancashireskillshub.co.uk/strategies/strategic-framework/>

11 Lancashire Skills and Employment Hub Analysis of ONS Local Authority Population Estimates by five year age band (NOMIS, 2021) and ONS Annual Population Survey (October 2023-September 2024, NOMIS) Economically Active Population.

12 Lancashire Skills and Employment Hub Analysis of ONS Jobs Density (2022, NOMIS), [ibid](https://www.lancashireskillshub.co.uk/)

13 Lancashire Skills and Employment Hub Analysis of Regional gross value added (balanced) by industry: all ITL regions, ONS, 2024

14 ONS, Subregional productivity: labour productivity indices by local authority district, 2024

15 Lancashire Skills and Employment Hub Analysis of 2021 Census Origin-Destination

16 ONS Experimental Statistics: Gross Fixed Capital Formation by ITL2 Region 1998-2020A

17 PwC: UK Economic Outlook 2019, Technical annex: econometric analysis of the drivers of regional productivity. Source: <https://www.pwc.co.uk/economic-services/ukeo/ukeo-november-2019-regional-productivity.pdf>

18 Lancashire Skills and Employment Hub Analysis of ONS Census 2021: Highest Level of Qualification and ONS Subregional productivity: labour productivity indices by local authority district

19 Lancashire Skills and Employment Hub Analysis of UK Business Counts, 2024, Inter Departmental Business Register (ONS)

20 ONS Business Demography, 2022

21 Lancashire Skills and Employment Hub Analysis of ONS Regional gross value added (balanced) by industry: local authorities by ITL1 region, 2024

22 Lancashire Skills and Employment Hub Analysis of Cambridge Econometrics Local Economy Forecasting Model Projections, 2024

23 Metro Dynamics 2021 Lancashire Independent Economic Review

24 ONS Census 2021 Origin-Destination

25 ONS Experimental Statistics: Gross Fixed Capital Formation by ITL2 Region 1998-2020A

26 UK Research and Innovation: Innovate UK funded projects since 2004

Spatial Priorities

Key clusters, and corridors to enhance economic connectivity and collaboration.

We have identified Lancashire's Central Belt, which runs along the M55-M65 corridor, anchored by Blackpool, Preston, Blackburn and Burnley, as our primary economic focus. This area encompasses most of Lancashire's major employment zones, largest population centres, and strategic business innovation assets. The west / east corridor is vital for the movement of workers and goods, with Preston serving as a crucial north / south transport hub. The Central Belt is a key location within the emerging north / south cyber corridor linking Lancaster, Samlesbury and Manchester.

Our Growth Plan aims to develop the Central Belt into a cohesive economic area, leveraging existing strengths, future opportunities, workforce concentrations, and strategic transport routes. This creates a super corridor of innovation assets, further education (FE) and higher education (HE) institutions, economic clusters, and strategic development opportunities for new private investment.

Lancaster presents a smaller and more isolated location though home to significant clusters of activity. Its strengths in renewable energy and health innovation connect to the Central Belt via the M6 and West Coast Mainline, supporting projects at Blackpool Airport Enterprise Zone, and its role in the National Cyber Security programme contributing to the development of the emerging Lancaster-Samlesbury-Manchester cyber/digital corridor.

Analysis shows that Lancashire's economic geography is increasingly interconnected with neighbouring regions such as Cumbria, North and West Yorkshire, Greater Manchester, and Merseyside²⁷. Lancaster, Rossendale, and West Lancashire have strong external links. Our Growth Plan acknowledges these connections and seeks to build upon them through its ambitions and transformational projects.

Our Spatial Geography:

Lancashire is polycentric, as opposed to being focussed on one large city. The diagrams on the following page illustrate the proximity and interconnectedness of clusters, sites, transport routes, settlements, universities, major projects, and key economic connections with neighbouring regions.

Lancashire's spatial geography is polycentric, as opposed to being focussed on one large city. The diagrams below illustrate the proximity and interconnectedness of clusters, sites, transport routes, settlements, universities, major projects, and key economic connections with neighbouring regions.

This fragmentation unnecessarily creates a barrier to growth. The Central Belt is rich in high-value businesses, supply chains, innovation assets, and skills providers, but poor connectivity hinders collaboration and innovation. Studies show this is a barrier to achieving agglomeration economies, which are characteristic of stronger economies in the UK and other G7 countries. Improving east/west public transport connectivity

through the Central Belt is a key priority in the LCCA's new Local Transport Plan.

The Central Belt includes several major economic clusters, such as the Enterprise Zones at Blackpool Airport, Hillhouse, and Warton (on the Fylde Coast), Springfields (west of Preston), and Samlesbury (between Preston and Blackburn), along with the Blackburn Growth Axis. Our Plan also includes substantial urban growth and regeneration opportunities in Blackpool (including Blackpool Central), Preston (including Station Quarter), Blackburn (including Blackburn Cyber and Skills Campus), and Burnley (including the Town Centre Masterplan). Lancaster offers a complementary proposition, including Heysham Gateway, Eden North, the city centre, and the Health Innovation Hub centred around Lancaster University. Our transport priorities will ensure effective connections to meet the needs of existing businesses and unlock the full growth potential of these areas.

These economic opportunities are located near some of Lancashire's most deprived areas. We understand the challenges faced by many residents and will use smart, integrated investment strategies to create inclusive, sustainable growth that benefit the entire economy. We will focus on improving connectivity between communities and opportunities, addressing transport-related social exclusion, and creating new pathways to education, training, and high-quality work. Promoting walking and cycling for local journeys and connecting to public transport will also help improve health and economic participation.

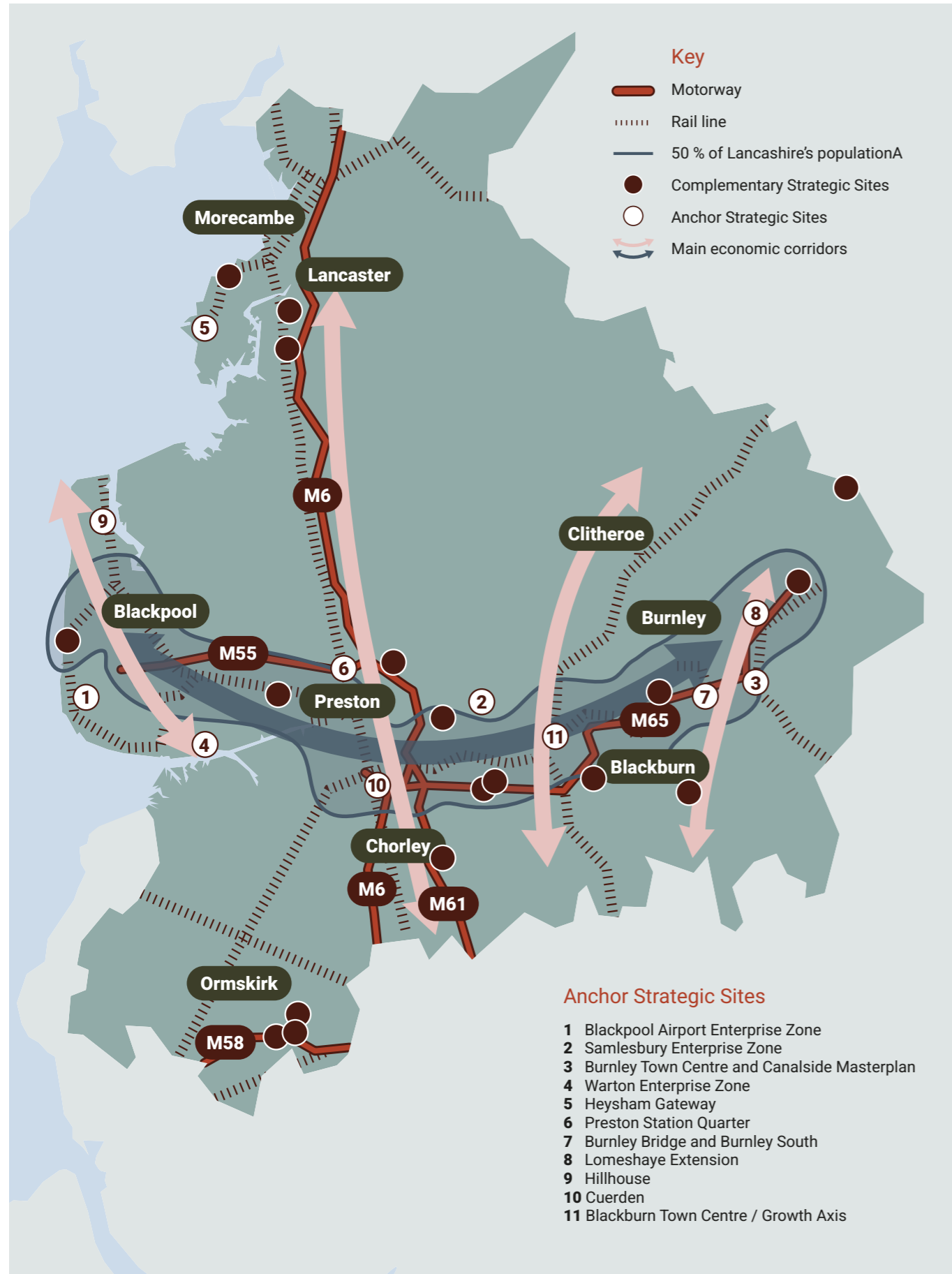
The map shows the areas of deprivation in Lancashire in relation to strategic employment sites and a range of urban centres. Place-based investment in urban areas will enable regeneration, increase values, attract visitors, and unlock new inward investment. We will emphasise creating high-quality places that meet the needs of existing businesses, encourage growth, and attract new investors. This includes high-quality public spaces, investment in our cultural facilities, improved walking and cycling links, public transport interchanges, and green infrastructure to prepare our towns and cities for a changing climate.

Our rural areas are a major asset, featuring Areas of Outstanding Natural Beauty, attractive market towns, dynamic local economies, and diverse housing markets that help attract global talent and retain our most ambitious residents. However, public transport options are often limited in rural areas, leading to high car dependency, long journey times, and traffic congestion on major routes. We will explore innovative transport solutions to better meet the needs of rural areas, support modal shift, and enhance multi-modal connectivity into the Central Belt.

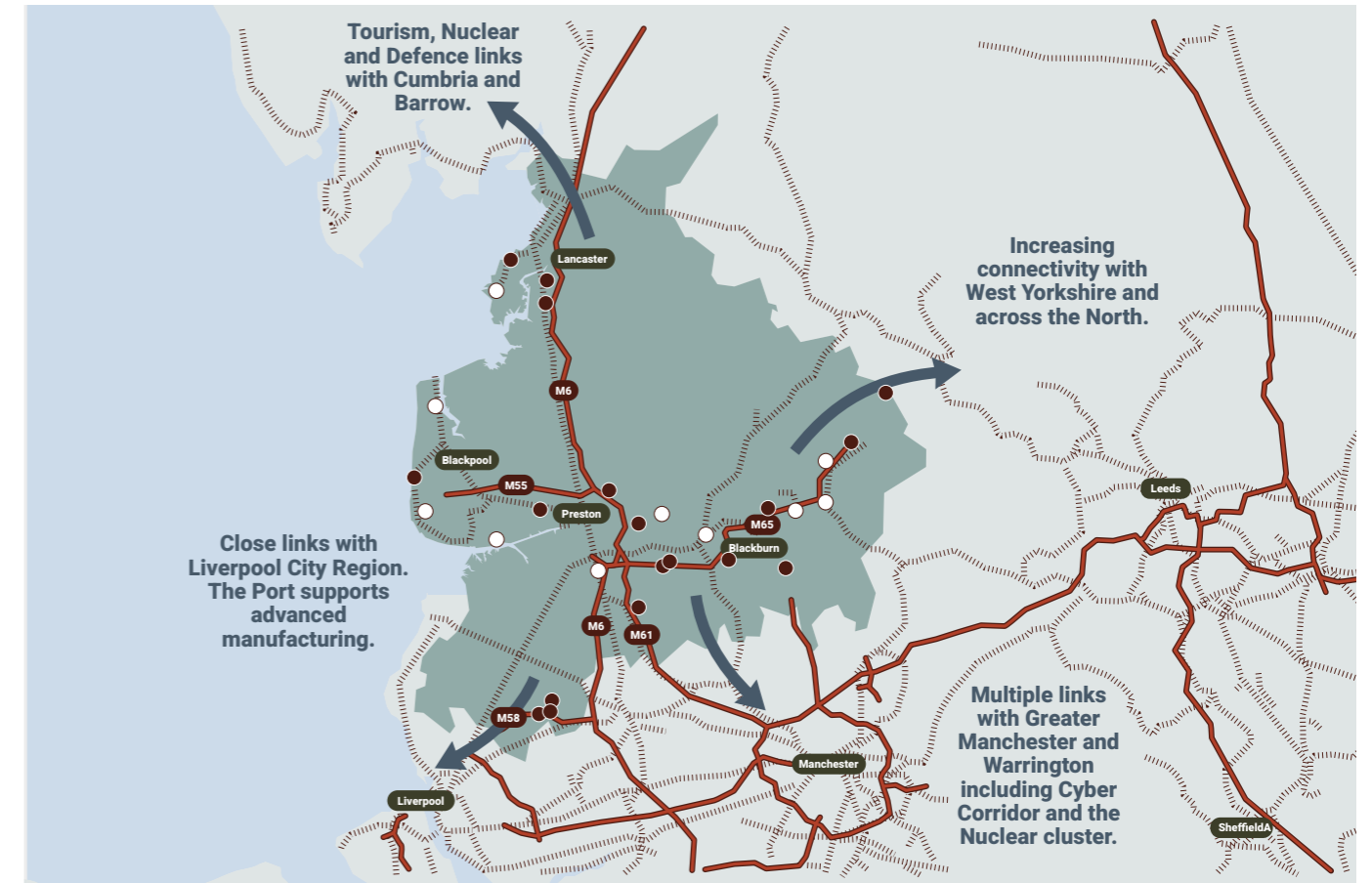
We also recognise historical and cultural barriers to agglomeration across Lancashire. Poor connectivity between towns and cities, short travel horizons, and lack of visibility of opportunities contribute to these barriers. By promoting a stronger economic identity and greater collaboration across "Team Lancashire" partners, we can drive inclusive, sustainable growth.

27 This analysis includes The Economic Geography and Future of Towns Report as part of the Lancashire Independent Economic Review by Metro Dynamics (2001)

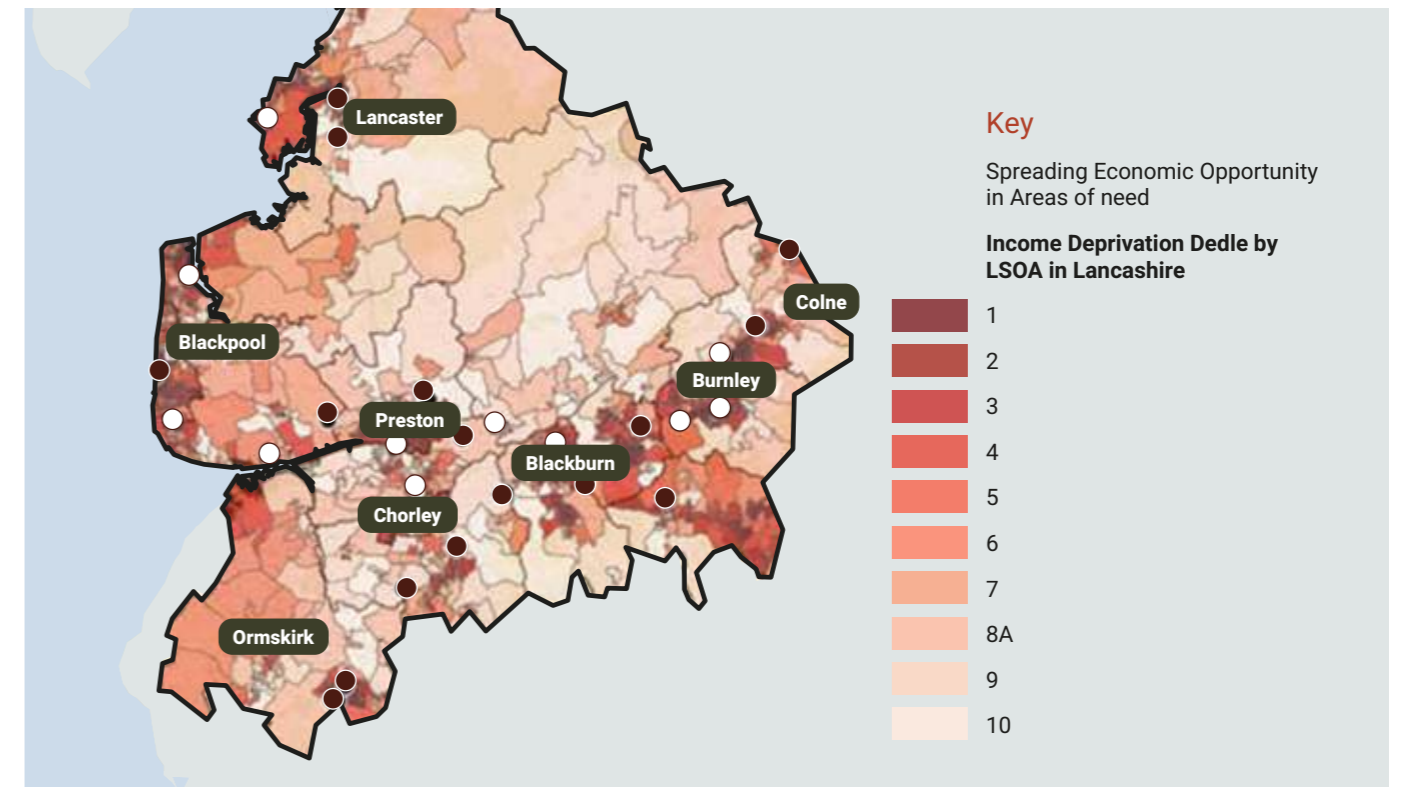
Lancashire's Growth Map



Lancashire's Economic Relationships with the wider North



Areas of Economic Opportunity and Need across Lancashire



£ Section 5

A Framework of Nationally Significant Economic Assets

A Framework of Nationally Significant Economic Assets

Sectors with significant growth potential.A

The opportunities highlighted in this section of the Plan do not encompass the entirety of Lancashire's business base. Instead, they focus on the elements of the economy that have been locally prioritised and have the potential to achieve national significance. This combination of sectors and activities is uniquely part of Lancashire's DNA and will contribute to local economic growth, job creation, and increased productive capacity. These sectors are also significant on a North West and wider North of England footprint, forming part of extended regional corridors and clusters that reflect the economic geographies in which capabilities have developed.

Our continued growth potential stems from:

- A business base capable of applying core competencies to emerging technologies, creating new products, services, and capabilities for customers and new markets in the UK.
- The ability to onshore and secure key sovereign capabilities in an uncertain world.
- Opportunities built around the unique connectivity and adjacency of natural resources.
- A research, knowledge, and innovation base that supports organisations in growing and innovating, utilising our world-leading universities as economic drivers for growth.

Locally, we remain aware of the need to balance and future-proof our economy, which has relied heavily on the AEM sector. While this sector remains highly productive and key employers are still actively recruiting, employment demands are changing quickly due to digitisation and automation.

New sectors and capabilities, such as cyber, driven by national locational decisions, offer multiple benefits: providing more knowledge-based jobs, raising average incomes, and integrating new capabilities with existing strengths. For example, exploring the potential of 'Cyber Physical' applications.

Priority 1 – An Economy at the Heart of the UK's Security and Resilience

Lancashire is pivotal to the UK's security and resilience, leveraging its strengths in military aircraft, nuclear fuel, and cyber capabilities, while also enhancing energy and food security through innovative collaborations and a robust and sustainable rural economy.

Lancashire has a proud heritage and central economic role that underpins the security of the UK. Our Growth Plan offers an opportunity to revisit and redefine these activities based on recent local investments of national importance, by addressing growing global instability, and responding to new threats to the UK. At a time of heightened conflict and uncertainty, Lancashire's contribution has never been greater, drawing on some of the area's largest and most successful employers, assets, and products. These support national food and energy security, as well as defence-related manufacturing and operational capabilities.

The UK's capacity to build military aircraft, produce nuclear fuel, and develop emerging capabilities in the cyber domain are all centred in Lancashire. These industries are powerful economic drivers locally, regionally, and nationally. By harnessing the intersections of these industries, and their underlying technological needs, we can establish unique clusters where industry, academia, and wider society collaborate to forge new products and capabilities that enhance national security.

Specialisms and Sub-sectors:

Military Air Sector: Data compiled by Oxford Economics for 2023²⁹ indicates that BAE's military air sector work, largely centred at sites in Lancashire:

- Contributed over £5 billion to UK GDP, alongside an additional £2.6 billion in exports—a figure that has doubled since 2016—A and a further £220 million to UK government through tax revenues.
- Supported almost 70,700 jobs across the UK in highly skilled roles, including combat air design, engineering, support, and training, with 20,000 of these jobs in the North West.
- Partnered with 1,400 UK suppliers, returning nearly £2.5 billion to UK businesses through its supply chain.

BAE Systems' Air Sector business workers are concentrated in highly skilled roles. Approximately 69% of Air Sector staff are employed in engineering or engineering-related operations roles. These workers had an average productivity of £81,000 in 2023, which is approximately 15% above the UK average. BAE Systems has early career training programmes in place to maintain a supply of necessary skills, with more than 900 apprentices and 320 graduates in training in its Air Sector in 2023 and a further 300 vacancies announced between its Samlesbury and Warton sites.

Key Projects:

F-35 Lightning II Programme: Led by the US, with participation from the UK, Italy, Netherlands, Australia, Canada, Denmark, and Norway, this programme delivers a stealthy, multi-role attack aircraft capable of operating from land and sea. BAE holds a 13-15% workshare of each aircraft, excluding propulsion. Over 1,000 rear fuselage assemblies have been manufactured and supplied to Lockheed Martin.

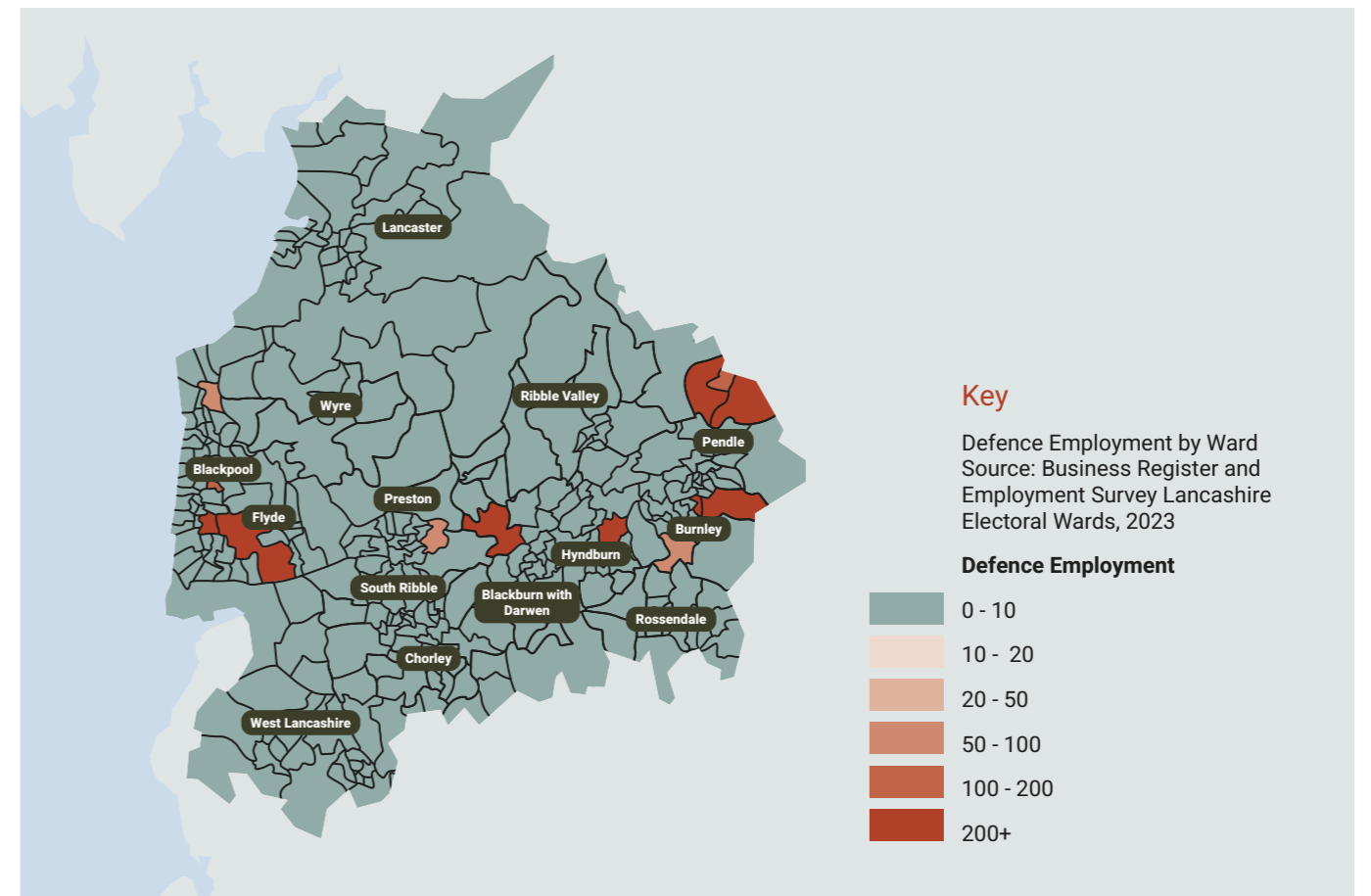
The Global Combat Air Programme (GCAP): Is an international collaborative programme with Japan and Italy, to deliver a next-generation combat air capability through a core, crewed aircraft known as Tempest, as well as uncrewed platforms, next-generation weapons, networks, data sharing, and support and training.

National Cyber Force HQ: The UK Government's new National Cyber Force (NCF) was announced in November 2020, as part of the Integrated Review. A joint MoD and GCHQ partnership, it will establish a permanent base in Samlesbury in 2025. While details

about its deployment are sensitive, commissioned research and publicly available information³⁰ suggest a personnel base of 2,000 people, including wider partners. This could result in an estimated 3,120 direct and indirect jobs and a GVA contribution of £112.6 million. The introduction of enhanced digital and cyber skills into the Lancashire economy offers significant potential for collaboration and innovation.

AUKUS Supply Chain: The SSN-AUKUS will be the largest advanced submarines the Royal Navy has ever operated, eventually replacing the Astute class built by BAE Systems at its site in Barrow-in-Furness, Cumbria. Early design work began in 2021, with secured funding covering development work to 2028. Manufacture will start towards the end of the decade, with the first SSN-AUKUS boat due to be delivered in the late 2030s. The contract has already required significant infrastructure investment at BAE Systems' site in Barrow-in-Furness, investment in its supply chain, and recruitment of more than 5,000 people, with a workforce predicted to peak at 12,000.

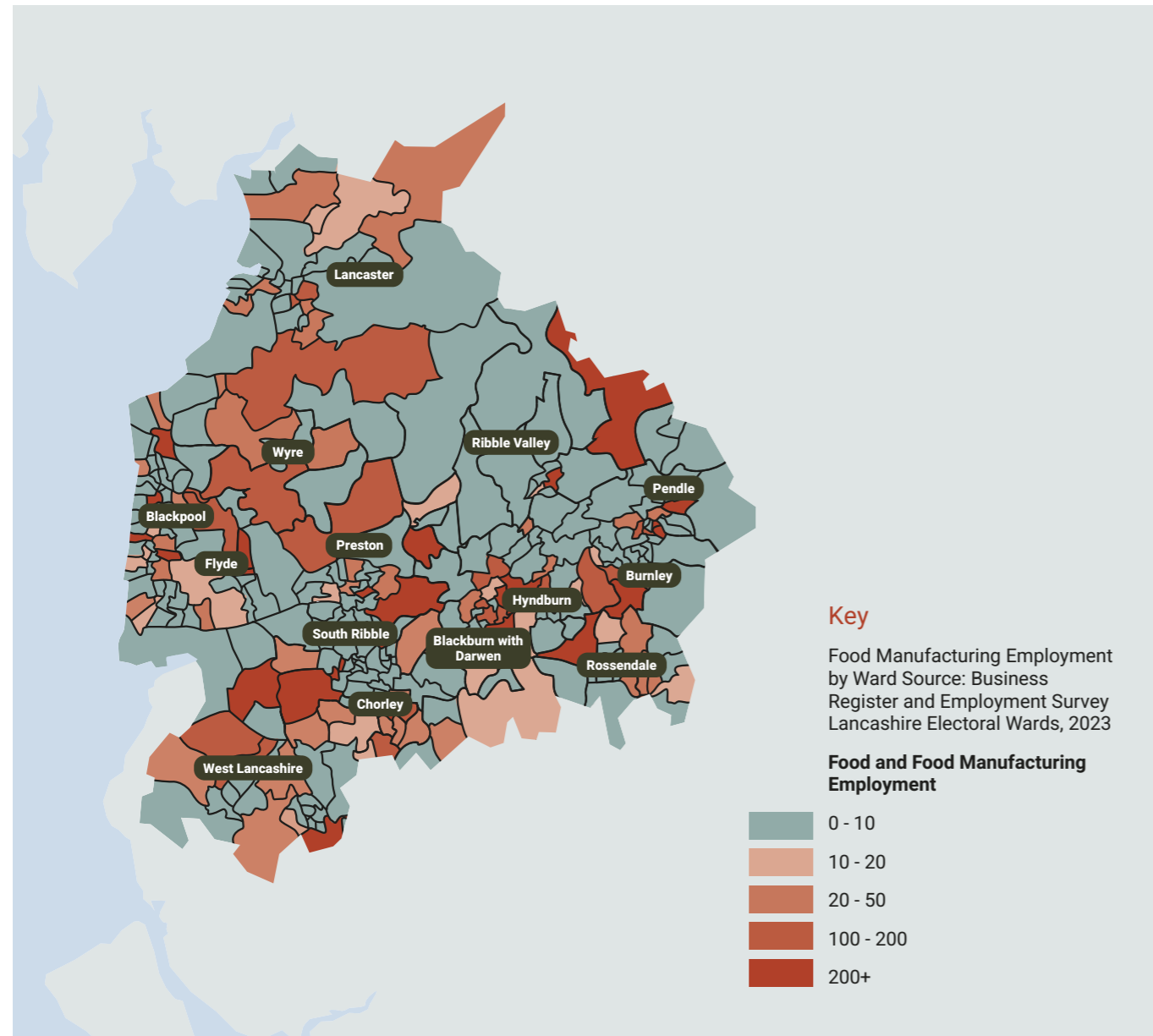
Defence Manufacturing Employment Distribution



Rural Economy and Food Security: Lancashire is 80% rural, and the county's natural assets and climate support a diverse range of sub-sectoral strengths across the full supply chain, from farming and agriculture to food and drink manufacturing,

logistics, and retail. This production capacity makes Lancashire self-reliant for high-quality food production from field to fork. The county is well-positioned to contribute to the UK's food security and be recognised as a rural powerhouse.

Food Security Employment Distribution



Lancashire has attracted global food and drink brands and household names, as well as nurturing home-grown businesses. These include farmers in West Lancashire and on the Flyde Coast providing salad and vegetables to top dining establishments, to large manufacturers and food and drink hotspots like the Ribble Valley and Trough of Bowland. These areas meet growing consumer demand for high-quality, locally sourced ingredients.

The region is home to leading educational assets that provide agri-tech solutions for modernising and decarbonising the sector, reducing reliance on overseas supply chains, and increasing home-based supply chain resilience. Myerscough College, near Preston, is a cutting-edge food and farming education centre and a leader in advanced agricultural skills, agri-tech, and applied farming research. The Lancaster Environment Centre (LEC) is one of the world's largest centres for environmental research, offering balanced perspectives on complex societal challenges. Edge Hill University's Greenhouse Innovation Consortium (GIC) brings together industry and academia to address plant growth production challenges in Lancashire and the wider north west.

These strengths, combined with cross-sector capabilities in advanced engineering and manufacturing, cleantech, low carbon, drone technologies, data management, and other dynamic sub-sectors, mean Lancashire has the potential to develop a modern, sustainable, and high-value food and agriculture industry. This will enhance the UK's food security, contribute significantly to the county's economy, boost exports, drive innovation, and attract substantial inward investment.

Case Study

The Safran Nacelles site has a tremendous history and heritage in the aerospace industry and benefits from excellent products, processes and people. In recent years, the site had been primarily associated with the Airbus A330 but is now embarking on new programmes such as the Airbus A320neo and Comac C919. With the Airbus A330 also having a new engine option, the Airbus A330neo, the site will be able to offer a broader product portfolio.A



Priority 2 – An Economy Driving Clean Growth and a Nuclear Renaissance

Lancashire is poised to drive the UK's transition to Net Zero through its strengths in clean energy production and nuclear capabilities, positioning itself as a key player in sustainable development and energy innovation.

Lancashire is well-positioned to support the UK's transition to Net Zero, both in clean energy production and in adapting the products and processes of key sectors for a sustainable future. The region's capabilities across the nuclear lifecycle, combined with its sites, skills, and expertise, present opportunities for a new generation of nuclear fuels and energy systems. These will help power the UK's commitment to a refreshed fleet of large reactors and position Lancashire as a supplier of choice for key export markets previously reliant on Russia and China. The presence of the Springfields Nuclear Fuels (Westinghouse Electric UK) and National Nuclear Laboratory in Preston, and both Heysham Power Stations (EDF) and the potential for private funding of Small Modular Reactors (SMRs), chemical, and data industries that can consume 24/7 power generation, placing Lancashire at the forefront of this opportunity.

While the nuclear sector is Lancashire's most significant energy asset in terms of power output, the region also benefits from its proximity to the Irish Sea's energy assets and some of the best solar power generation potential in the North on the Flyde Coast. Lancashire's significant capabilities in clean energy and nuclear not only provides energy security and but also the availability of more cost-effective power to enable Lancashire's (and the UK's) other key sectors to remain globally competitive. Additionally, the area's AEM base has the capability to diversify into the production of low carbon goods and services.

Specialisms and Sub-sectors

Nuclear power generation and sovereign fuel production: The Nuclear Industries Association's 2023 Oxford Economics impact study of civil nuclear in the UK suggests that:

- Nuclear has a GVA multiplier of 2.6, meaning for every £1 of value added by the nuclear sector, another £1.6 is generated across the wider UK economy.
- GVA per worker is £95,300, or £102,300 FTE, almost twice the UK median.
- The sector supports an estimated £16.1 billion GVA contribution to the economy, around 211,500 jobs, and approximately £7.1 billion in tax revenues. This impact is concentrated in the North West (24%) and the South West (16%).A
- There is a £3.9 billion GVA impact in the North West, accounting for 50,000 direct, indirect, and induced jobs.
- Nearly half (46%) of employment in the civil nuclear industry is in local authority districts deemed by Government as in highest need of investment, contributing to reducing regional disparities.
- Operational power stations typically have wage bills in the £50-60 million range and employ around 550 full-time staff.A

Lancashire delivers these capabilities at the heart of a wider, interconnected region running around the coast of the North West and North Wales, with links to nuclear assets near Warrington.

Advanced Engineering & Manufacturing across a range of low carbon technologies from micro-hydro to Carbon Capture Utilisation and Storage (CCUS), with clusters of supply chain around flexible solar and expertise focused on the key issue for a Net Zero transition of developing energy storage. Expertise within the county from thermal to solid state sodium battery technologies and an expert cluster especially focused on EV battery manufacture, which is leading in the UK and global supply chain.

Key Opportunities: The next generation of nuclear reactors, such as Advanced Modular Reactors (AMRs), are smaller than traditional Light Water Reactors (LWR) and capable of operating at higher temperatures. These reactors are expected to significantly contribute to decarbonisation by decarbonising broader elements of energy systems. These new designs will require uranium at a higher enrichment level, up to 19.75%, called High Assay Low Enriched Uranium (HALEU). Currently, Russia is the only country that can supply commercially viable HALEU. A secure and resilient supply of HALEU is essential to unleash the benefits of AMR technologies on our path to Net Zero. With Capenhurst already resourced to engage in this process, the Westinghouse facility at Springfields offers an opportunity to re-commission this enrichment capability in the UK.

An additional focus is on the development of low carbon goods and services, led in part by a local Chamber of Commerce that has identified companies already working to upgrade existing products and develop new technologies. These companies have been mapped to show opportunities for the existing manufacturing base to diversify into the production of low carbon goods.

Using the LCCA to exploit Lancashire's strengths and potential in low carbon technology:

- Opportunity for Lancashire to take a leading role in contributing to the UK's Net Zero agenda utilising its strengths in nuclear, access to major sources of wind power in the Irish Sea and its solar.
- Building upon its existing low carbon ecosystem and capabilities in designing and manufacturing low carbon technologies.
- 5,200 Lancashire businesses operate in the energy and environment sector.
- Specialisms in nuclear, wind, marine, and battery technologies, plus growing expertise in compressed air energy storage. The Lancashire Plain has ideal geology for underground storage caverns.
- Seeking recognition of Lancashire's role and support for interventions that will have the greatest impact.
- Working together with the Government to deliver our Lancashire energy and low carbon plan.

Nuclear Research and Education: Nuclear research has been active at Lancaster University for 25 years, offering the only undergraduate Nuclear Engineering degree scheme in the UK. The university hosts three National Nuclear User Facilities (ADRIANA, UTGARD radiochemistry labs, and the Lancaster Accelerator Mass Spectrometer), providing experimental research capability of national and international significance. Lancaster is represented on virtually all relevant National Bodies, including the Nuclear Innovation and Research

Advisory Board (NIRAB), the Committee on Radioactive Waste Management (CoRWM), and the UKAEA Programme Advisory Committee. Recently, Lancaster signed a MoU with the Nuclear Decommissioning Authority (NDA) to further develop collaboration on cyber security.

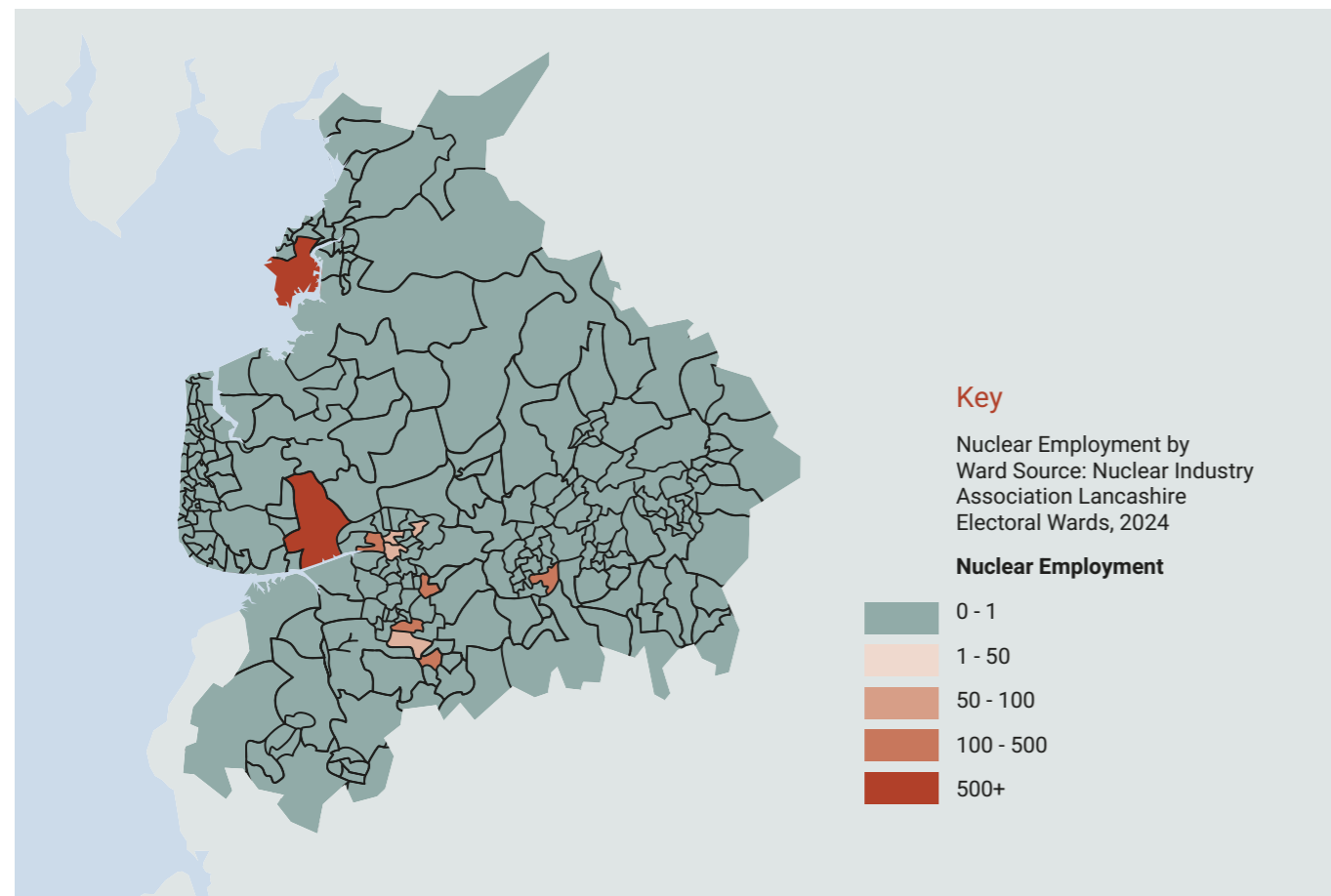
The University of Cumbria is playing a central role in a groundbreaking £4.9 million nuclear robotics and AI cluster. Funded by the Engineering and Physical Sciences Research Council's (EPSRC) Place Based Impact Acceleration Account (PBIAA) scheme and in collaboration with the UK Atomic Energy Authority, University of Oxford, and University of Manchester, this project aims to revolutionise the decommissioning of the UK's nuclear legacy. The project aims to create 200 business opportunities, 10 spin-out companies, 200 new jobs, and engage 5,000 people in events.

Case Study

Universal Atmosphere Processing (UAP) develops technologies to tackle atmospheric pollution and greenhouse gas emissions. The Atmosphere Processor (AP) and Electromagnetic Plasma Separator (EMPS) capture and convert greenhouse gases into valuable resources, promoting sustainability. UAP's solutions have diverse applications, from improving urban air quality to supporting space missions by recycling atmospheric gases.



Nuclear Employment Distribution



Priority 3 – Sustainable Digital and Artificial Intelligence

Lancashire is set to lead a responsible and inclusive digital economy, utilising its unparalleled access to green power, and the North West Cyber Corridor to drive productivity, high-value jobs, and transformative growth through AI, big data, and cyber technologies.

Digitisation and Artificial Intelligence (AI) will transform all economic sectors. However, this development brings challenges, such as the data processing, the sector's water and power consumption, the potential impact of digitisation on jobs, and the vulnerability of digital systems. Lancashire is uniquely positioned with its connectivity, adjacency to green power, and as part of a nascent North West Cyber Corridor to drive economic change, deliver major productivity gains, and generate higher-value employment. Major industries are already leveraging AI, big data analytics, cryptography, and human-machine interactions to optimize their new and emerging products.

Specialisms and Sub-sectors:

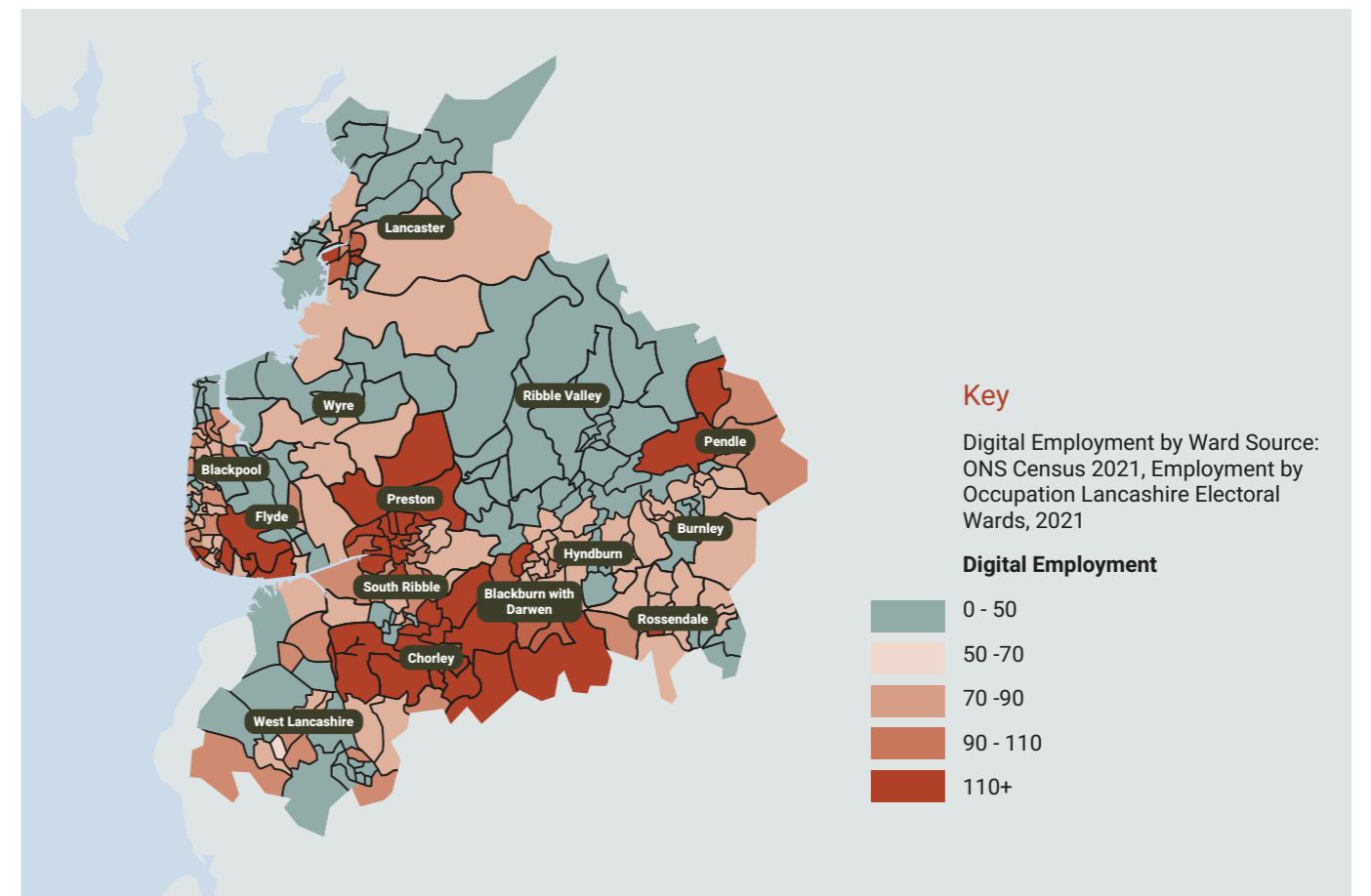
University Research and Support: Lancashire's universities are at the forefront of research, teaching, and business support activities. The Lancashire Universities Innovation Programme (LUIP) supports businesses in accessing R&D and specialist support, leading to an increase in SMEs securing Innovate UK funding through the Knowledge Transfer Programme. This programme also provides specialist business support for scaling up.

Edge Hill University's (EHU) SME Productivity and Innovation Centre, endorsed by the Scale Up Institute, offers specialist support for SMEs to harness new technology for growth and development. The Innovation Sprint Programme at EHU has achieved a return on investment from the Government of £13.1m. The University of Lancashire's (formerly the University of Central Lancashire) Cyber Solutions Centre acts as the University's digital lens, drawing on diverse activities such as health data and crime and policing to help different sectors understand the potential of cyber technologies.

Lancaster University (LU) received over £12 million from Research England's Expanding Excellence in England Fund (E3) to enhance research capabilities in Mathematics, Statistics, and AI. This research has applications in epidemic modelling, environmental science, aerospace, data science, and cyber security.

EHU's research focuses on improving productivity through new technology adoption. Expertise developed in partnership with regional SMEs has led to a new programme for the Professional Business Services sector, with a pilot concluding in March 2024. In January 2025, EHU launched a new Behavioural Insights service to help SMEs and other organizations harness data to solve business challenges.

Digital Employment Distribution



Case Study

Fraser House, located in Lancaster's White Cross Business Park, is a vibrant co-working hub for tech and digital businesses. Transformed with a £1.5 million investment by Lancashire County Council in 2021, the 11,500 sq ft facility offers state-of-the-art spaces for start-ups, freelancers, and growing companies. Home to successful businesses like Relative Insight, Fraser House has helped its members collectively raise £37 million in venture capital through initiatives like the FHundED programme. With plans to replicate its model in locations like Samlesbury, Fraser House has become a cornerstone of Lancashire's tech ecosystem, fostering innovation, connectivity, and business growth.



Priority 4 – Supporting the Continued Success of Advanced Engineering & Manufacturing

Lancashire's advanced engineering & manufacturing (AEM) sector is vital to its economy, showcasing resilience and innovation across key industries while emphasising sustainable development and regional wellbeing.

AEM in Lancashire remains a key sector, not only in terms of employment but also as a main driver of economic productivity, growth and exports. Employment levels have been stable and growing in some parts of Lancashire, with output and productivity remaining high and have recovered strongly after COVID. Key

sectors include defence and civil aerospace, energy, chemicals, and commercial vehicles. Below these primes is a strong supply chain of "mid-cap" companies that have shown resilience, innovation, and openness to diversification. These supply chain capabilities remain core to the major sectors and industries they support, but they can equally support the development of new, low-carbon goods.

Specialisms and Sub-sectors:

Electech Innovation Cluster: Formed in 2020, the Electech Innovation Cluster boasts over 50 members and associate members, all working to advance the electronics industry across North Lancashire and South Cumbria. Together, they are building a thriving community to drive growth, innovation, and opportunity in the region's electronics sector, engaging with the university base through collaborative programmes such as Knowledge Transfer Partnerships (KTPs).

Energy and Low Carbon Sector: Lancashire's Energy and Low Carbon sector is particularly important due to its existing ecosystem and capabilities in designing and manufacturing low carbon technologies. The area is forecast to have the highest number of jobs per capita in the Energy and Low Carbon sector in England between 2030 and 2050.

Lancaster University (LU) is investing £57 million to further decarbonise the campus, building on existing wind turbine infrastructure, including a Solar PV Farm and a bespoke research facility. A Low Carbon Energy Centre will provide heat pump technology to heat 95% of campus buildings.A

The Centre for Global Eco-Innovation engaged with over 700 NW SMEs between 2012-2023, supporting 150 PhD / MRes studentships across a range of domains. The original programme

saved an estimated 27,000 tonnes of CO2 equivalent, 78,000 tonnes of water use, and 60,000 tonnes of materials use. Edge Hill University's (EHU) SustainNET provides support and skill development for grassroots organizations on the frontier of behaviour change needed to ensure that sustainable development, net zero, and green initiatives are successful within the region.

Key industry locations across Lancashire's Advanced Engineering & Manufacturing Corridor include:

- BAE Systems sites at Warton and Samlesbury
- Safran Nacelles in Burnley
- Rolls Royce at Barnoldswick
- Leyland Trucks, a subsidiary of US owned PACCAR, is one of Europe's most advanced truck assembly facilities and exports across the globe.
- AGC Chemicals Europe and Victrex based on the Fylde Coast's Hillhouse Enterprise Zone.
- Emerson & Renwick Technology Centre in Accrington
- Electech Innovation Cluster: Advancing the electronics industry across North Lancashire and South Cumbria.

Health Innovation: The four universities in Lancashire are major suppliers of the health and education workforce across the region, including doctors, nurses, midwives, paramedics, dentists, teachers, allied health professionals, and social workers. Research in health, care, biomedical, and medical sciences is taking place with NHS partners, social care, charities, and other health-related organisations. Examples include the Primary and Integrated Care Research Centre (EPIC) and the Centre for Research in Health & Society. Research strengths being harnessed regionally include stroke, health inequalities, palliative care, workforce, multi-professional cardiorespiratory research, and applied health. Other contributions to regional health and wellbeing include:

- Healthy Generations Hub (HGH): Focuses on improving health literacy to support children and young people in areas with high socioeconomic deprivation, particularly in the northwest of England.
- Health Innovation One: Provides co-location facilities, events, and health and wellbeing activities to businesses and local communities.
- £5M Health Determinants Research Collaboration: Between LU, Blackpool Council, Blackpool Teaching Hospitals, and the voluntary sector to identify key health issues to inform policy and services that will support communities in the best way possible.
- The Health Research Institute at EHU: A platform for facilitating, supporting, and nurturing multi and interdisciplinary healthcare research, working in partnership with the R&D and Innovation ecosystem across Lancashire.

Priority 5 – A Reimagined British seaside experience

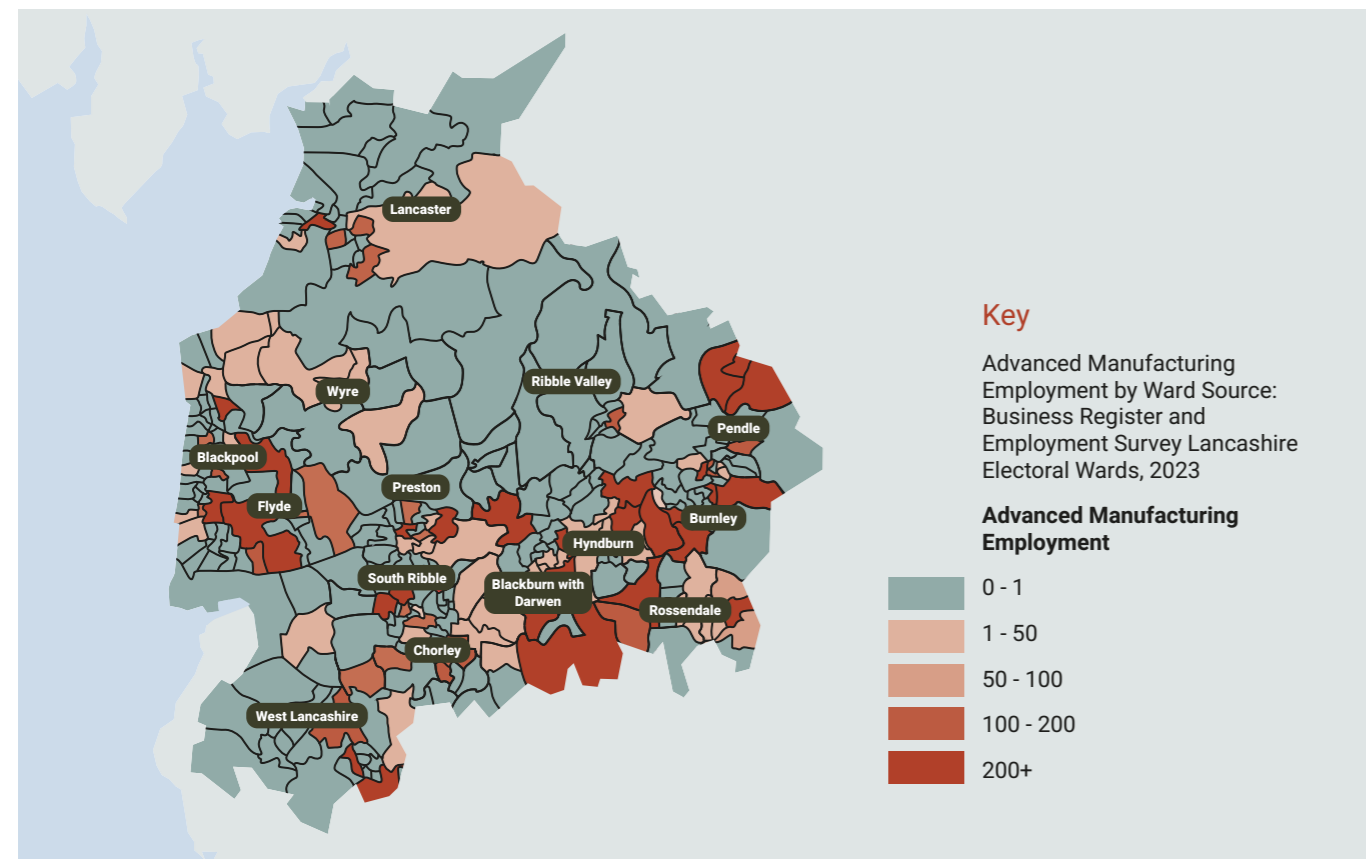
Lancashire's coastal towns are revitalising their economies through innovative regeneration projects and strong community partnerships, transforming into vibrant, year-round destinations that drive significant economic growth and job creation.A

Lancashire is home to Blackpool - the UK's most popular seaside resort. Along with other coastal areas, they contribute towards a £4.8 billion visitor economy, supporting over 50,000 jobs across the county. Coastal towns are constantly reinventing themselves and taking bold approaches to regeneration to develop a year-round visitor economy, while also diversifying their economies by supporting new growth sectors.

Lancashire's coastal towns originally evolved as a beacon of relaxation, offering an escape for workers from busy, industrial cities to cleaner air, beaches, attractions, and shows. This escapism continues to fuel a burgeoning visitor economy, creating new jobs and opportunities.

Blackpool's new attractions and thriving events programme have made it the leading UK destination for domestic family tourism, with 20 million visits in 2023. Other coastal towns have developed their own unique offerings, from rural seaside towns such as Lytham St Annes to world-recognised fishing economies such as Fleetwood. Lancashire has a stunning legacy of Victorian seaside architecture, with the Winter Gardens at Blackpool and Morecambe reawakening as the palaces of entertainment they were originally designed to be.

Advanced Manufacturing Employment Distribution



Case Study

Victrex develop high performance polymer solutions that have a range of uses including in the electronics, automotive, aerospace and energy industries. 20,000+ aircraft, 500+ million automotive applications and 100+ million industrial machinery all utilise Victrex solutions. Victrex invest heavily in R&D and expanding their production capacity, including £90 million on a third production plant in Lancashire



Image Malloy Aeronautics T-650 Heavy Lift Electric UAS (BAE Systems)

Looking ahead, these towns are using their individual offerings to continually regenerate. Projects like Eden North at Morecambe, Blackpool Central, and Silicon Sands at Blackpool Airport Enterprise Zone harness natural resources and charm to increase opportunities for local people.

These approaches are also helping coastal towns develop strong and enduring relationships with Government, seeding new investment, attractions, and pioneering models of regeneration.

Key Initiatives:A

The Morecambe Bay Curriculum: A community of 60 educators, community groups, and business partners aiming to provide the green skills, knowledge, and behaviours required by businesses and communities to respond to climate change.

Lancaster District Strategic Partnership (LDSP): A collaboration to improve the Lancaster District aligned with strategic priorities such as sustainability, the climate emergency, the economy, health and wellbeing, and communities. Founding organizations include Lancaster City Council, Lancaster University, University of Cumbria, Lancaster and Morecambe College, Lancaster and Morecambe Chamber of Commerce, University Hospitals of Morecambe Bay NHS Foundation Trust, Lancashire and South Cumbria Integrated Care Board, Lancaster District CVS, and Lancaster Arts Partnership.

Edge Hill University (EHU): Working across the region to build on the existing heritage sector, ensuring access to arts, culture, and heritage experiences for deprived communities to improve health outcomes.

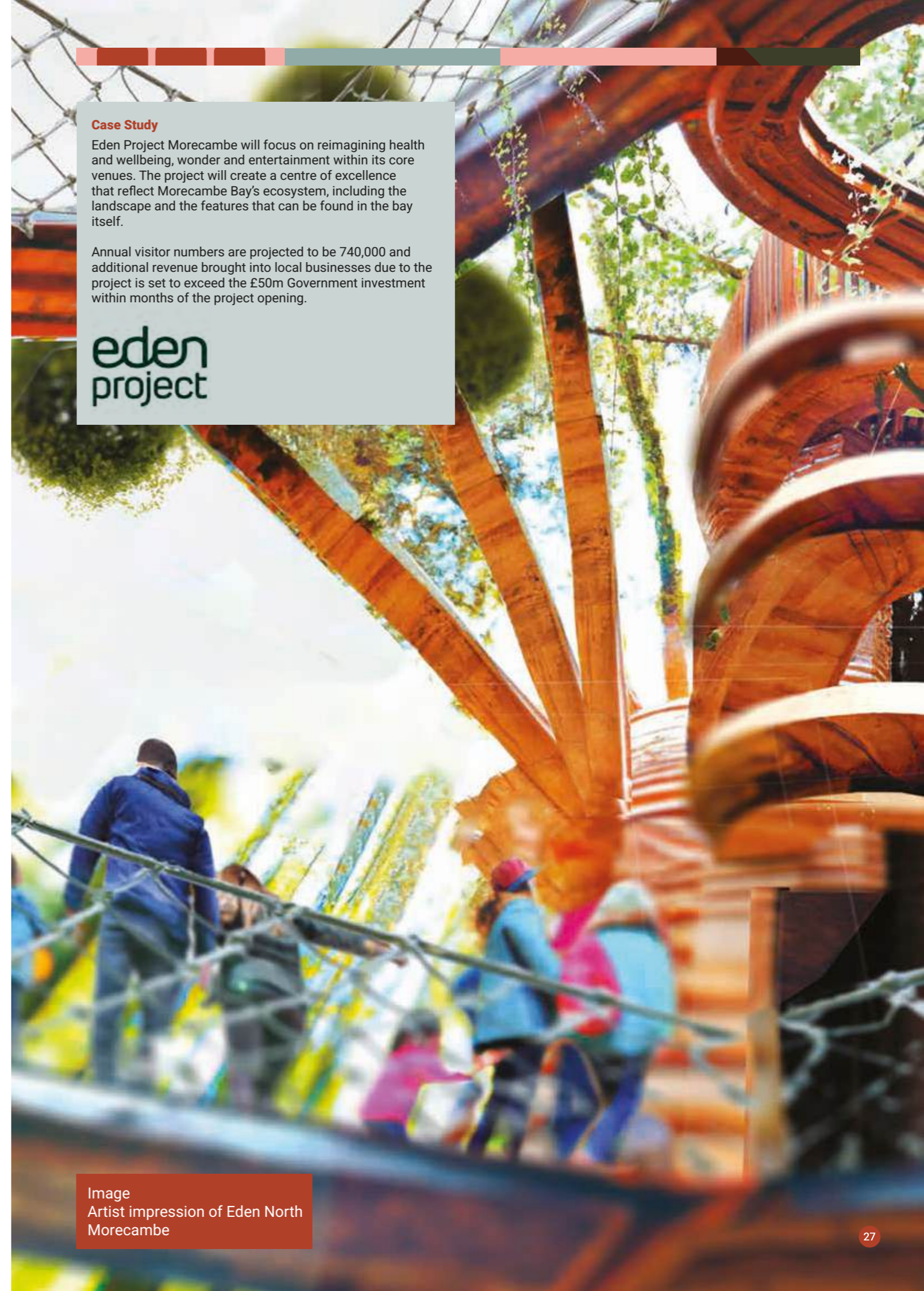
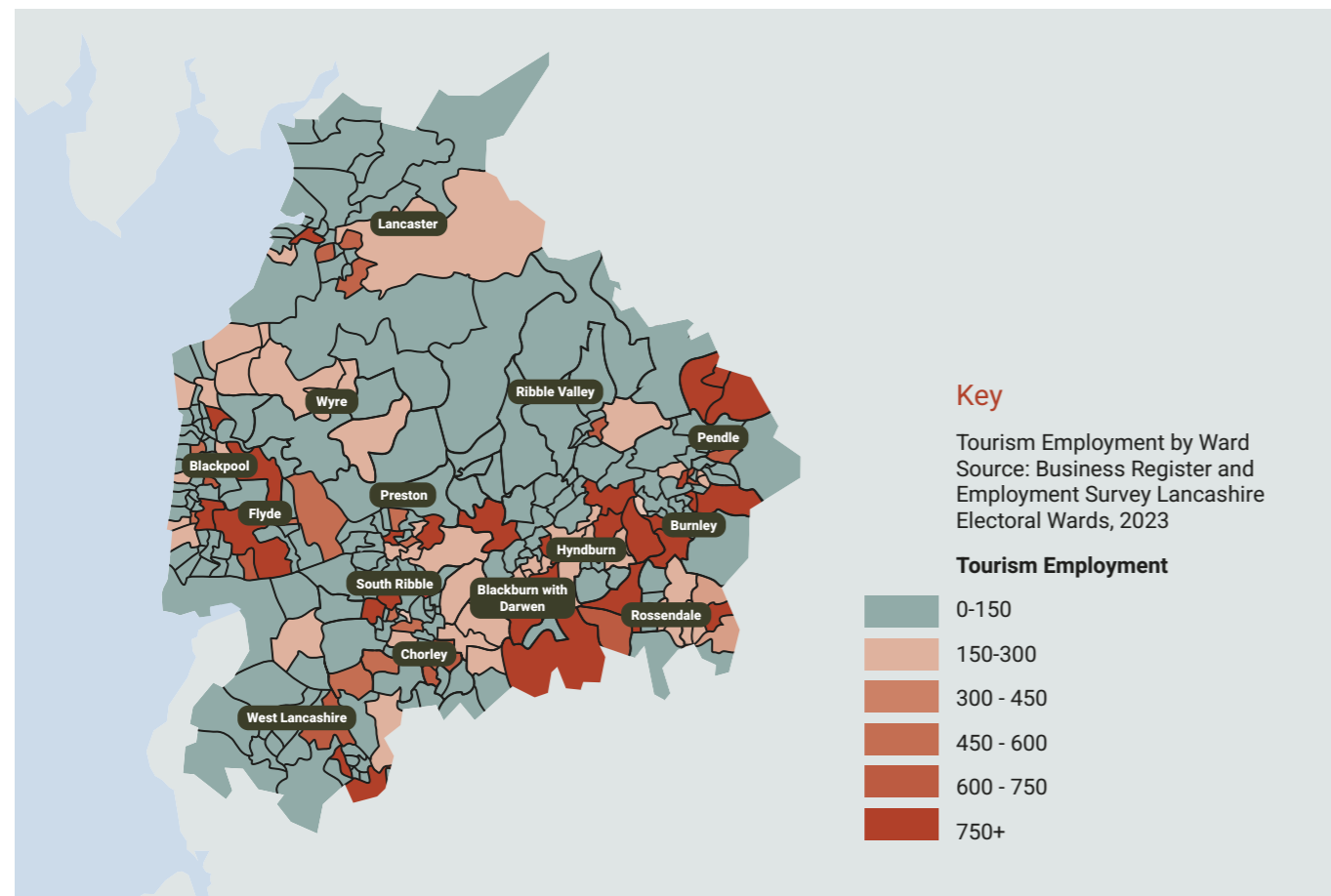
Specialisms and Sub-sectors:

- Tourism and Hospitality: Developing unique and diverse tourism offerings to attract visitors year-round.A
- Green Skills and Sustainability: Providing education and training to support sustainable development and climate change response.
- Cultural and Heritage Regeneration: Revitalizing historic sites and promoting cultural heritage to enhance the visitor experience and community wellbeing.

Key Locations across Lancashire:

- Blackpool: A hub for domestic family tourism with new attractions and events to support a year-round tourism economy.
- Morecambe: Home to the Eden North and other regeneration initiatives.
- Lytham St Annes and Fleetwood: Offering unique rural and fishing town experiences.

Tourism Employment Distribution



Case Study

Eden Project Morecambe will focus on reimagining health and wellbeing, wonder and entertainment within its core venues. The project will create a centre of excellence that reflect Morecambe Bay's ecosystem, including the landscape and the features that can be found in the bay itself.

Annual visitor numbers are projected to be 740,000 and additional revenue brought into local businesses due to the project is set to exceed the £50m Government investment within months of the project opening.



Image
Artist impression of Eden North Morecambe

Section 6

Foundations for Growth

Creating the right conditions for inclusive economic growth

Lancashire is characterised by towns and cities with strong identities, rich heritage, diverse communities, and stunning landscapes. Dynamic, place-focused growth strategies and masterplans are beginning to deliver regionally significant outcomes, though there is still work to be done to close performance gaps with the rest of the UK.

Quality of Place and Culture

Enhancing culture, heritage, sport and recreation as catalysts for local growth

Lancashire's quality of place is superb. Nowhere else in the north west is the countryside so accessible to so many people. Lancashire's principal urban settlements are unique in their proximity to coast and outstanding open countryside, enabling access for leisure and recreation on an unprecedented scale. This combination of city, coast and countryside contributes to a real sense of an area with "room to breathe".

Culture in Lancashire is playing a transformational role in place-focused growth strategies by nurturing a stronger and more diverse economic base, infusing innovative practices, and greatly enhancing the quality of the area. There is a broad cultural and heritage offer across the area with a range of major festivals and events such as Lytham Festival, Ribble Valley Jazz Festival and Accrington Food Festival. With the right support, investment, and coordination, Lancashire's talent, heritage, and identity can lead a re-imagined cultural offer, transforming the whole of the area.

As part of the Growth Plan, we are refreshing the (Re)made: Cultural Strategy to increase Lancashire's ability to leverage strategic investment for cultural and creative initiatives and exploit new digital opportunities. Developments, including the Blackburn Screen Industries Strategy initiative, linked to the National Festival of Making, can help drive growth, foster innovation, and attract talent. Our refreshed Strategy acknowledges the area's nationally and internationally significant arts and heritage, highlights vital local activities, and addresses opportunities afforded by Lancashire's rich diversity and global links.

The (Re)made: Refreshed Cultural Strategy emphasises the importance of diversity in creating a sustainable, resilient and collaborative cultural sector. It outlines a clear approach to help Lancashire meet new era challenges head-on. Our projects will also recognise the importance of sport, physical activity and recreation in supporting the delivery of several national priorities, including driving economic growth, achieving Net Zero and supporting the NHS.

Inclusive Growth

Our Growth Plan is informed by the Lancashire Skills and Employment Strategic Framework (2024), developed through consultation with employers, providers, and stakeholders, and underpinned by a robust evidence base. Skills is a key enabler to achieve the ambitions of our Vision—a skilled workforce supports business growth and inward investment; and improves residents' access to the new business growth and wealth creation opportunities created.

The LCCA provides an opportunity for Lancashire to further integrate economic growth and skills strategies with the support of the Lancashire Business Board. These new arrangements allow the LCCA to influence a wide range of skills providers more effectively; directly commission the Adult Skills Fund to better meet new economic demands; and develop projects and innovative programmes to respond to national missions and initiatives such as the Get Britain Working Plan.

Our approach will include the development of the Lancashire Skills Escalator, to create an integrated skills system, focused on progression and boosting the employment prospects of residents. A strong partnership approach with the Integrated Care Board and health partners also aims to address the rise in economic inactivity and the correlation with health, with Lancashire, for example, leading one of the country's WorkWell Partnership vanguards. Our Growth Plan aims to drive the growth of good employment opportunities, seeking inclusive growth that maximizes opportunities for residents, enabling them to secure economic health and wellbeing. The four key themes in our Skills Framework are:

- Future workforce: working with education and businesses to establish a talent pipeline and future workforce that meets the current and future demands of the local labour market.
- Skilled and productive workforce: working with businesses to drive up the skills in Lancashire's workforce to boost productivity, including a focus on technology, digital and AI, and green skills.
- Inclusive workforce: supporting unemployed and inactive residents into sustainable employment.
- Social value: integrating and capturing social value.

Boosting Health and Helping People Back into Work

Through this Growth Plan we aim to raise local economic participation levels in Lancashire. We will create impactful interventions to reduce the number of inactive residents, improve health, and decrease the demand on public services. Consideration to travel to work patterns will form part of the approach to transport planning and ensuring residents are able to travel to places of work across the county, improving connectivity, whilst also ensuring that broadband coverage enables work from home. Lancashire's evidence identifies an opportunity to release £1.4bn per annum back into the economy through supporting inactive residents back in to work³¹. We will work with the Integrated Care Board, health partners, DWP, DHSC, and employers to divert and re-route individuals who might otherwise be lost to the labour market. These initiatives will link with proposals for the Adult Skills Fund and an integrated skills system and make use of policy which enables more flexibility for adult learners to achieve higher level qualifications, for example via the Lifelong Learning Entitlement.

Higher and Further Education Assets

Lancashire is home to world-class universities and further education colleges, offering a powerful combination of skills and innovation support for businesses. The educational cluster benefits from strong relationships between institutions, facilitated by the Lancashire Civic University Network and The Lancashire Colleges Principals' group. Both groups have contributed to the development of the growth Vision within our Plan.

Lancashire universities are a key driver of economic growth and contribute to positive outcomes for communities as major employers, in their own right, and through their research, teaching, knowledge exchange and business engagement activities. In 2022/23, they had a combined turnover of £891.2M, employed more than 10,000 staff and had a combined population of 65,208 students based in Lancashire and Cumbria. Together, our universities contribute to a vibrant academic and research ecosystem in Lancashire, enhancing its reputation as a centre for innovation and knowledge.

The University of Lancashire (formerly the University of Central Lancashire)

The University of Lancashire is an international, multi-campus university tracing its roots back to 1828. It is one of Lancashire's largest regional anchor institutions with teaching campuses in Preston and Burnley, and training campuses in Blackburn, Fylde, and across the county. The University collaborates on research with major international organizations, including the United Nations, the World Health Organisation, the European Space Agency, and NASA. It has established active partnerships with NHS trusts, police constabularies, and local, regional, and global businesses, working with more than 7,000 enterprises across various priority sectors.

Lancaster University

Lancaster University is consistently ranked in the top 15 of UK HEIs and top 150 globally. Its reputation as a research-intensive institution is balanced by high educational standards and its respected position as an innovative and effective catalyst for change. Lancaster focuses on key societal challenges and specializes in multi and inter-disciplinary innovative engagement. Lancaster places equal emphasis on research, education, and engagement, and acts as local anchor institution, active facilitator, and enabler for securing opportunities that benefit communities locally, regionally, nationally, and internationally. The University contributes nearly £2 billion to the economy and

produces a range of social goods from skills and spin-outs to community projects and policy support.

Edge Hill University

Edge Hill University is a campus-focused institution prioritising the delivery of skills, talent, and innovation for the four regions it serves. Acting as a hub between Lancashire, Greater Manchester, Liverpool City Region, and Cheshire, the University excels in teaching, innovation, business support, and world-leading research. Graduating over 3,500 students each year, the University has invested over £53 million in a long-term campus development program, including a new Life Sciences building to house new degree programmes and research teams in engineering, mathematics, physics, chemistry, economics, politics, and graphic design to meet regional skills shortages. The University generates a total GVA uplift of £175.9 million across the UK economy, with £121.3 million directly benefiting the local economy of West Lancashire, and supports 2,695 jobs across the UK.

Advanced Manufacturing Research Centre (AMRC NW)

Part of the University of Sheffield, the AMRC NW is located at Samesbury EZ and helps businesses adopt advanced technologies, boost productivity, and transition toward Net Zero goals. A new AMRC Additive Centre is also in development in Darwen. By fostering collaboration between industry, academia, and local partners, the AMRC NW drives economic growth and innovation, ensuring regional manufacturers remain competitive in a rapidly evolving global market.

Specialist Skills and Capabilities

There is strong and growing alignment between our Growth Plan priorities and our HE institutions. Examples include:

- Shared Prosperity Funded Projects, including a range of programme delivered by Lancashire Universities in Preston, Blackburn and Burnley, working primarily with SMEs in AEM and creative sectors focused on digital acceleration, AI and net zero.
- North West Cyber Security Connect for Commercialisation (NW CyberCom): A project funded by over £1.2 million from Research England to create the ecosystem for sustained commercialization of cyber security-related research, led by Lancaster in partnership with University of Lancashire, Liverpool, Manchester, Salford, and MMU.
- £5M Engineering and Physical Sciences Research Council Cyber Focus Project: Developing research-led impact partnerships, led by Lancaster in partnership with University of Lancashire, Cumbria, Liverpool, Manchester, Salford, and MMU.

Further Education Colleges

Lancashire offers an exceptional Further and Higher Education and technical and vocational training landscape. It has nine General Further Education and two Sixth Form Colleges all of which are rated as Outstanding or Good by Ofsted, a number are national centres of excellence for key sectors such as maritime and nuclear. In addition, Lancashire is home to Myerscough College, a leading specialist land-based college of national importance with campuses across the North West.

Each year, Lancashire's colleges provide education and training to over 90,000 young and adult learners, ranging from entry level to postgraduate studies. The colleges serve their local communities supporting social mobility, inclusion and community cohesion. More than 10% of Higher Education students based in Lancashire are studying at a college; the national average is around 4% the colleges train nearly 10,000 apprentices each year and two-thirds of Lancashire's 16-18 year olds study at a college, with school sixth forms and independent training providers also part of the local education offer.

With a combined turnover of nearly £300m the colleges employ over 6,000 people making a significant contribution to the local economy – for every £1 of public funding invested, Lancashire’s colleges deliver of £15 in economic benefit over their students’ lifetimes.

The area’s colleges maintain extensive networks with public and private sector partners, collaborating with over 10,000 businesses to develop and deliver a responsive curriculum, supporting them to recruit, train and develop their workforce, to improve productivity and to respond to emerging opportunities. The Lancashire and Cumbria Institute of Technology, launched in 2024, is a partnership involving the area’s colleges, universities and business established to deliver world class higher technical education and to increase the supply of highly skilled employees across key industries.

Lancashire Data Observatory

The Data Observatory is an emerging alliance of local authorities, industry experts, and academic researchers focused on sub-regional research and analysis. By collaborating through this joint forum, we will develop deeper shared place-based strategies with higher and further education institutions. This enhanced collaboration will help regional and local partners better understand their value and contribution to the priorities outlined in our Vision for Growth.

Lancashire Infrastructure Strategy

Develop transport, housing, and strategic sites to underpin and accelerate economic growth and quality of place.

This section outlines the infrastructure development needed to achieve our growth ambitions. It uses an established evidence base to propose a strategic vision and key principles for the relationships between infrastructure and economic growth in Lancashire. The work will be developed through future versions of our Growth Plan and will continue to align with the LCCA’s Local Transport Plan, which will provide a detailed policy and investment framework.

We will continue to develop the Lancashire Infrastructure Strategy to support economic growth. Strategic and well-designed infrastructure can create quality places, improve competitiveness, and widen opportunities across our area. Inadequate infrastructure can hinder business space, housing development, and job access. The proposals will be developed in consultation with the LCCA, which will be supported with a Spatial Development Strategy, as indicated in the Government’s Devolution White Paper.

Our transport and infrastructure investments will help shape the location, pace, and form of economic growth in Lancashire. We have three main ambitions:

1) Competitive Lancashire:

- Adapt to current and future business needs with supportive infrastructure and connectivity.
- Focus on digital communications, reliable delivery networks, and quality place-making.
- Enhance digital access, establish delivery hubs, and promote sustainable housing development.

2) Connected Lancashire:

- Develop infrastructure within clusters, corridors, across corridors, and across boundaries.

- Improve local travel patterns and economic integration within corridors.
- Focus on East / West connectivity, especially within and across the Central Belt, linking Blackpool, Preston, Blackburn and Burnley.
- Enhance connections to Greater Manchester, Liverpool City Region, North and West Yorkshire, and Cumbria.
- Leverage national rail investments to strengthen North-South connectivity and improve East-West rail links.

3) Low Carbon and Clean Growth Lancashire:

- Embed environmental goals in all infrastructure development.
- Address transport emissions and retrofit and replace ageing and sub-standard housing stock for new energy efficiency homes.
- Invest in electrification, walking, cycling, and bus infrastructure, and support modal shift from road to rail, including for freight.

Transport:

Lancashire partners are working together to develop an ambitious, single Local Transport Plan, which will be overseen by the new LCCA. This work has included a comprehensive evidence base on key transport challenges, particularly in relation to delivering a growing, competitive, connected and zero carbon Lancashire, both now and looking ahead over the next two decades. The Local Transport Plan is in development and will support priorities of the Growth Plan.

Our evidence has demonstrated the problems caused by poor transport connections across our area, which are creating barriers for growing businesses and preventing residents from accessing good jobs. Our area has very high levels of transport related social exclusion, which is trapping many people into poverty and exacerbating the problems of poor health that are preventing many of our economically inactive residents from entering the workforce.

There are also clear problems caused by poor east/west connectivity, which constrain our sub-regional labour markets, reduce the scope for innovation diffusion, and add costs to businesses, directly impacting on productivity across our regional economy. By improving east / west connections, particularly through rail, mass transit and better bus services, we have the potential to deliver a large uplift in place-based productivity across Lancashire through improved agglomeration. Investment in wider pan-north transport links will also support growth across the wider north, through improved connectivity to North and West Yorkshire, Greater Manchester and Liverpool City Region.

Place-based transport investment will also significantly improve quality of place, attract new inward investment and unlock new housing and employment development in our towns and major development locations. Transport improvements, integrated into wider regeneration programmes, will help to enhance civic pride and strength of local identity, whilst enabling delivery of more homes and jobs in highly sustainable locations. By enabling more people to walk, cycle and use public transport, we can proactively support improved health outcomes, enable people to access local jobs, shops and services, and create the headroom for new homes and jobs across the county.

We are currently developing the policies and strategy for the new Local Transport Plan, which will be used to shape an ambitious 20-year transport investment plan for Lancashire. We envisage that this could include a range of major transport projects, as outlined in Section 7 below.



Image
Mr Smith’s at Freemasons, Wiswell, Clitheroe



Image
Forest of Bowland

The emerging investment programme will be rigorously tested to ensure that it will effectively tackle our economic challenges, and support our ambitions to tackle our productivity gap, unlock growth and regeneration, and attract inward investment across Lancashire.

Housing:

A high-level review of housing growth prospects across Lancashire has been prepared alongside our Growth Plan. The work aims to inform future asks of Government to achieve the planned growth, such as planning, funding, more meaningful HE involvement and wider powers.

The housing report demonstrates the potential for the new LCCA to help design and drive economic and housing growth plans in synergy with local planning authorities to deliver a much stronger and complementary set of outcomes for the region. Access to good housing improves residents' quality of life, reducing the chance of economic inactivity and promoting longer employment or return to the workforce.

This coordinated approach to regional growth aligns closely with the Government's central mission to deliver economic growth. Underneath this sits a commitment to regional devolution as a driver for national growth, to make Britain a clean energy superpower, and to deliver 1.5 million new homes over the current political term. These themes align with many of the prevailing economic conditions and potential within Lancashire, positioning housing growth more closely to key policy aims and regional economic planning.

There are structural, market, and regulatory challenges that have curtailed national house building in recent years. Substantially increasing house building within Lancashire in the short term will not be easy, though some places are leading the way through by demonstrating strong local leadership and delivery, underpinned by robust Local Plans and ambitious pro-growth strategies. New powers and infrastructure funding in under-invested parts of Lancashire will enable local authorities and developers to accelerate the delivery of new homes of the right quality in the right places.

There are nationally significant sectors and employment hubs within Lancashire, most notably focused on clean energy, defence, and cyber. Many of these sectors are benefiting from major investment programmes. Harnessing these to their fullest potential will require local housing markets to respond with an improved housing offer that is sufficiently diverse to attract high-skilled workers and break down the skills and transport barriers that prevent social mobility and inclusive growth. Supporting housing growth locations, in conjunction with robust Local Plans, offers the potential for improved productivity across the county and could help intensify the use of existing infrastructure, drive regeneration and place-making across towns and cities, and make a significant contribution to the region's transition towards a clean energy, Net Zero future.

The LCCA, in working in conjunction with local planning authorities, and by engaging key partners such as Homes England, creates the potential to substantially increase, renew, and diversify the housing stock within the county. It can help the pre-existing regional house building industry to do more and attract major investment to accelerate other forms of house building projects, such as large-scale urban regeneration and new settlements. The modern workforce that Lancashire aspires to increasingly requires a more diverse housing offer that aligns closely with the strengths and potential of the county. Deploying new and future devolved powers and resources are key to achieving the form of joined-up economic and housing growth

that can directly contribute to delivering the Government's growth missions and realising Lancashire's full potential.

Housing Growth Case Study:

The North East Blackburn Strategic Housing Site is the key housing growth opportunity within the Blackburn Growth Axis, and the largest single housing development site in Lancashire. The site is located on the edge of Blackburn, close to established housing and employment growth areas such as the M65 Corridor, Samlesbury Enterprise Zone, the home of the National Cyber Force, and Blackburn Town Centre. The 100 hectares site is expected to deliver up to 1,500 high quality homes, new open spaces, and a new community hub. It's also ideally located as an urban extension to take advantage of, and boost, local centres and bus/rail services. The aim is to facilitate a sustainable development with strong environmental credentials. The site is allocated for housing development within the 2024 Local Plan for Blackburn with Darwen, and an ambitious masterplan will be published in Summer 2025. To accelerate the delivery of this regional housing growth opportunity, a £30M infrastructure package will be required to deliver all homes within the next 5-10 years.

Key employment sites:

Lancashire's town and cities centres perform a vital economic role as places to work. These centres are complemented by a range of strategic employment sites. Recent work by Stantec consultants identified 30 of the most strategic sites in Lancashire in relation to future economic opportunities classifying them as 11 anchor and 19 complementary sites as part of a series of growth corridors.

Although Lancashire has a good supply of strategic sites through to 2035 (subject to build out rates), this Growth Plan recognises that additional sites for the post-2035 period need to be planned for now and informed by up-to-date Local Plans of local authorities. These could include new strategic sites and /or extensions to the portfolio of existing strategic sites.

Through the LCCA, we will continue to strengthen our sub-regional analysis and strategic position including more cross-boundary working, and more thinking about how strategic sites play into the wider transport, residential and infrastructure contexts.

Lancashire will continue to develop pan-Lancashire place marketing which sets out the details of land and premises availability, linkages to Greater Manchester and Liverpool, and the role of the LCCA in supporting new inward investment. Lancashire will continue to think longer term and be proactive working with other areas to identify sites that are capable of capturing growth in expanding and emerging sectors.

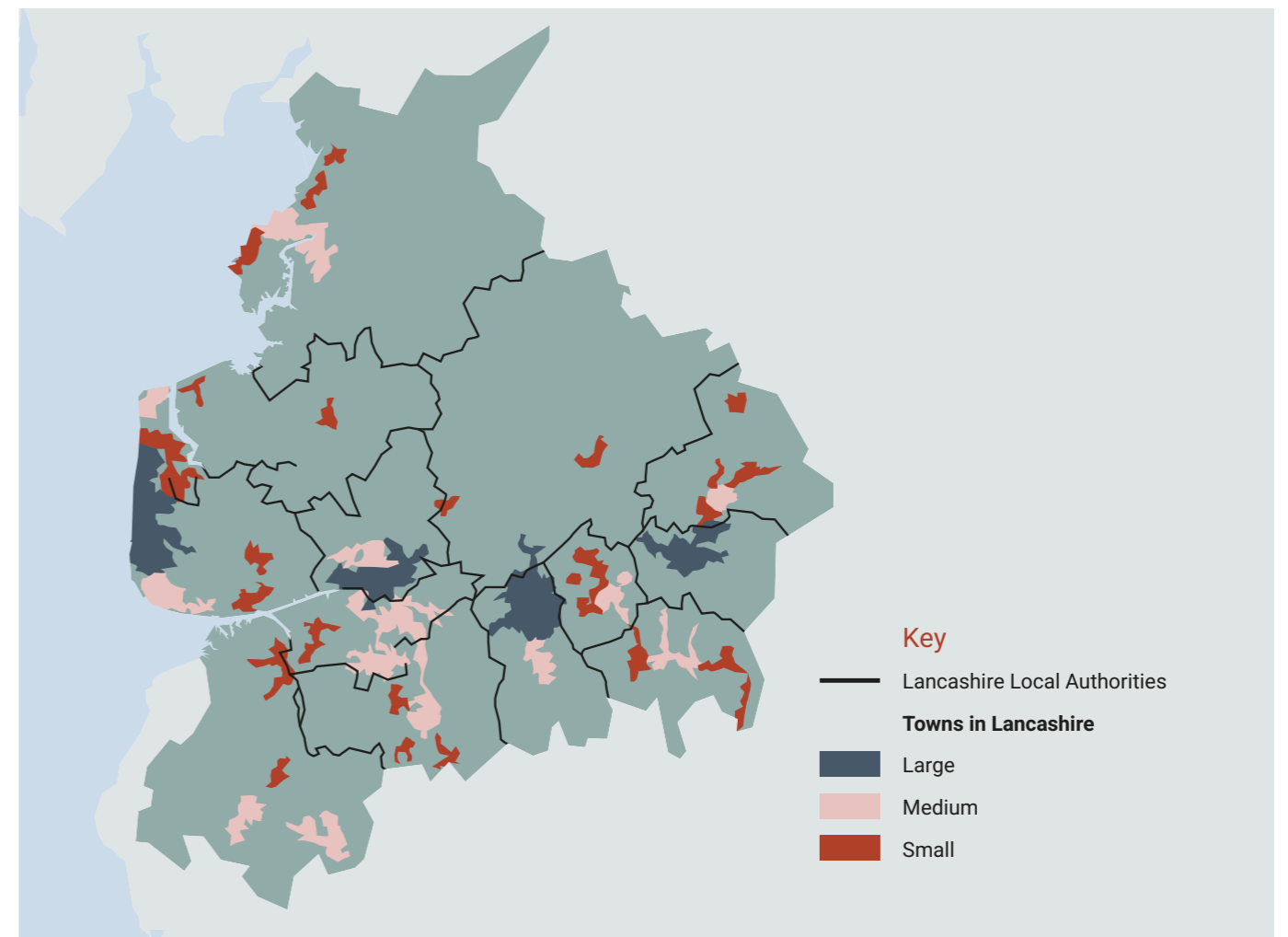
Our Growth Plan recognises a short supply of large strategic sites across the north of England, and that existing businesses, especially those with a long Lancashire heritage, will need to improve and modernise their premises or move to new ones to operate sustainably and competitively in the future.

We also recognise the trend for larger sites, especially from global firms. Lancashire attracts a significant amount of foreign investment from the USA, where large sites are being sought and developed on a scale that the UK cannot currently compete with. To address this, Lancashire will seek to develop larger and more suitable sites to accommodate a range of occupiers, both domestic and international, as well as large-scale international investors.

Image Blackburn Town Centre



The Size and Location of Towns in Lancashire



Source: the Lancashire Independent Economic Review

Section 7 Our Asks

To fully animate and realise the opportunities set out above, Lancashire will unite local partners to highlight the potential of these unique assets.

To achieve our vision for growth in Lancashire, we will:

- Focus new devolved powers and resources on delivering transformational growth, creating conditions for sectors to thrive through economic development, transport, and skills investment.
- Mobilise business leaders and places to promote these strengths and attract investment.
- Invest in a data observatory that combines world-class research capacity with business, sustaining clear analysis of local strengths and bringing complementary innovation capacity alongside those who choose to locate and grow here

To supercharge our growth, Lancashire needs targeted Government policy and investment support in the form of:

- National recognition of the strategic importance of our local industrial strengths and global export programmes, and opportunities to further leverage national investments in our world-class advanced engineering and manufacturing corridor:
- BAE Systems Global Combat Air Programme, Eurofighter Typhoon and F35 Lightning contributions.
- Leyland Trucks commercial vehicles.
- Enhancing supply chain capabilities for these and similar sectors, including the Government's AUKUS submarine.
- New investment facilitating and leveraging the development of the National Cyber Force HQ through unified programmes to support research, skills development, local industry engagement, and key place-based initiatives such as Blackburn's Cyber and Skills Campus and Innovation Quarter, as part of the wider Blackburn Growth Axis, and the expansion of the innovative Multiversity skills campus in Blackpool.
- The need to address the UK's energy costs, compared to competitors.

New investment to drive the industries of the future from the capabilities of today:

- UK sovereign uranium enrichment capacity for future reactors in Lancashire's unique nuclear fuel assets (Westinghouse, Springfields Fuels)A
- Support for the transition to new nuclear at Heysham power stations.
- Autonomous flight with civil, military, and space applications

(Altitude Facility at Warton).

- Silicon Sands – Low Carbon Data Centre facility at Blackpool Airport Enterprise Zone, and support in securing national AI Growth Zone status.
- Preston Station Quarter – support to catalyse the regeneration of the city centre.

Refocus devolved skills and employment investment to lift local job prospects and productivity by:

- Continued investment in the Lancashire Careers Hub to drive the aspirations and interests of young people, working with schools, colleges and employers, to enable effective transitions from education to the world of work.
- Local prioritisation of devolved funds to better align technical education and skills pathways to meet local labour market needs and the demands of new economic sectors – including Skills and Growth Levy flexibilities, Skills Bootcamps and re-alignment of 16-19 provision.
- Partnership with DSIT to drive up digital, cyber and AI skills and address digital exclusion.
- Investment in programmes by DWP and DHSC to support local alignment of work, health and skills programmes to stem and reverse the growth in economic inactivity.

Develop and implement a pipeline of strategic transport projects, informed by a new LCCA Local Transport Plan, to underpin our growth priorities and ensure improved access to new economic opportunities. This could include:

- Improvements to Lancashire's motorway and major road networks that will unlock growth, including M65 growth corridor infrastructure upgrades to deliver new economic opportunities, and business case development work in support of a 4th River Ribble crossing at Preston.
- Strategic rail upgrades, including new stations and services, and the electrification and re-instatement of key rail lines to improve poor east / west connectivity and links to neighbouring city regions and regional transport assets, including Manchester Airport and the Port of Liverpool.
- Explore opportunities to bring forward new or expanded light rail networks, with trams complementing other travel choices within and linking major centres of population and strategic growth opportunities.
- A significant expansion of Lancashire's Superbus network.A

Section 8

Governance, Monitoring and Evaluation

The development and delivery of our Growth Plan will be driven through new devolution arrangements in Lancashire. The LCCA is working to address the area's long history of low investment and accelerate its growth. It acts as a single organisation for all of Lancashire, supporting economic growth and providing more control and decision-making power to the area.

By partnering with businesses and public service providers, including local authorities, the LCCA gives Lancashire a stronger voice regionally, nationally, and internationally. This helps in developing investment propositions for major growth projects. Working with the Business Board, Government, and others, the LCCA will continue to develop the major project propositions shown in the appendices to drive growth.

Monitoring and Evaluation

The success of our Growth Plan will be monitored on an ongoing basis as part of the wider performance management framework for the LCCA. Moving forward, we will develop with partners a dashboard of measurable KPIs to track progress and assess impact. The following are indicative measures.

Economic Growth and Development

- GVA growth rate: Annual percentage increase in the region's Gross Value Added.
- Employment rate: Percentage of the working-age population that is employed.
- Business start-up rate: Number of new businesses established per year.
- Investment levels: Amount of public and private investment attracted to the region.
- Export growth: Annual percentage increase in the value of exports from the region.

Infrastructure and ConnectivityA

- Transport infrastructure projects completed: Number of key transport projects completed on time and within budget.
- Public transport usage: Increase in the number of people using public transport.
- Road and rail connectivity: Improvements in travel times and connectivity between key economic hubs.
- Digital connectivity: Percentage of the region with access to high-speed internet.

Skills and Employment

- Skills gap reduction: Decrease in the percentage of employers reporting skills shortages.
- Apprenticeship and training programme participation: Number of individuals participating in apprenticeship and training programmes.
- Attainment levels: the percentage of residents who have Level 4+ skills.
- Job placement rates: Percentage of graduates and trainees securing employment within six months of completing their programmes.

Quality of Place and Culture

- Cultural events and participation: Number of major / nationally supported cultural events held and attendance rates.
- Tourism growth: Increase in the number of tourists visiting the region.
- Public satisfaction with local amenities: Survey-based measure of public satisfaction with local amenities and services.
- Environmental quality: Increase environmental quality indicators.

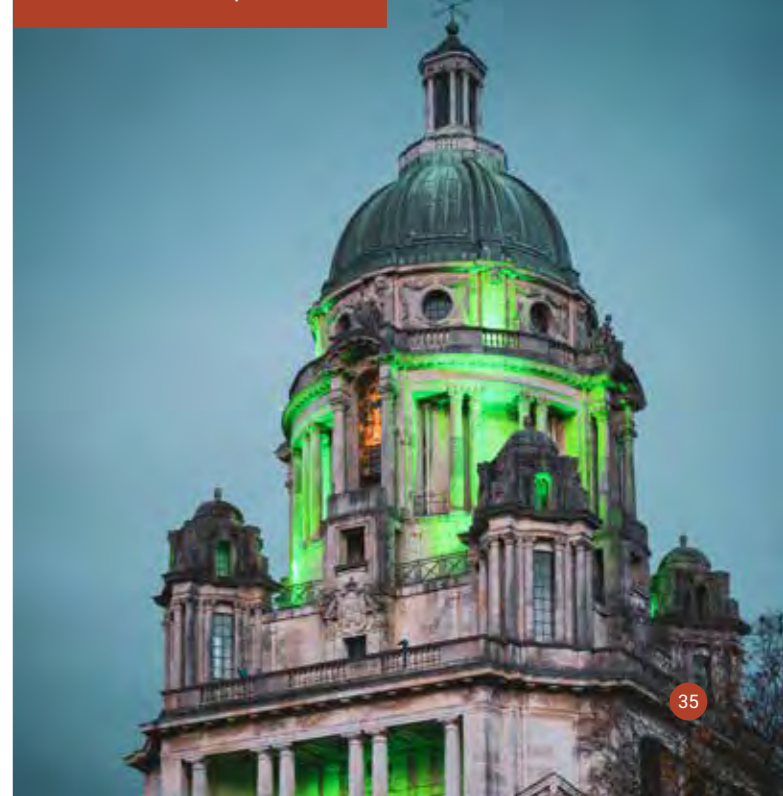
Housing and Community Development

- Housing units built: Number of new homes constructed in support of up-to-date Local Plans (including affordable).A
- Work with local planning authorities to establish sound, up-to-date Local Plans across Lancashire
- Quality of life index: Increase in the performance of local areas in the Index of Multiple Deprivation, so that no local authority district is ranked in the 30 most deprived areas, nationally.

Monitoring and Evaluation

- Progress reports: Regular publication of progress reports detailing achievements and areas for improvement.
- Stakeholder feedback: Collection and analysis of feedback from key stakeholders, including businesses, residents, and local authorities.
- Budget adherence: Percentage of projects completed within the allocated budget.
- Timeline adherence: Percentage of projects completed within the planned timeline.

Image
Ashton Memorial, Lancaster



Section 9

Major Projects

The LCCA has developed a 'live' major project pipeline to support the implementation of this Growth Plan over the next decade. With the right level of support and investment these projects can provide transformational growth in Lancashire.

Proposed Signature Projects

Samlesbury Enterprise Zone and Innovation Hub

A site of international significance, Samlesbury Enterprise Zone can enable transformational economic growth for the whole of Lancashire. Designed to support advanced manufacturing and engineering, hi-tech and research-led sectors, including cyber, robotics and future flight, the 120-acre site is primed to become a hub of world-class innovation, Industry 4.0 processes, and disruptive R&D.

The site sits strategically at the heart of Lancashire and will act as an anchor development for several other emerging economic opportunities. These include the Preston Station Quarter, Blackburn's Cyber Skills and Education Campus and Innovation Quarter, and the wider M65 East Lancashire Corridor. The site is home to BAE Systems and the Advanced Manufacturing Research Centre North West (AMRC NW).

The location of the National Cyber Force provides opportunity to harness new corporates, SMEs and talent into the region. Funding to build the first phase of an Innovation Hub has been secured through devolution. This Hub will harness this potential by being the home to a series of programmes, funding initiatives and events to draw in new community members and establish Lancashire as the centre of cyber security technologies.

Warton Enterprise Zone (EZ), featuring the Altitude facility

The Warton Enterprise Zone (EZ), featuring the Altitude facility, is a thriving ecosystem that brings together industry, entrepreneurs, leading academic and government institutions to advance next-generation technology and skills capability in the exploitation of future aviation and space markets. The site includes the defence and technology prime, BAE Systems, alongside the University of Lancashire's new facility called Altitude, which pioneers a new cluster of future air and space technology.

A 2023 PwC Study confirmed the potential of test and innovation centres at Warton EZ to unlock significant regional benefits. This includes capturing new revenue and investment from future aviation and space technology markets, with the UAS market expected to grow at 8% per annum, contributing £45 billion to the UK economy by 2030. Fostering an innovative and collaborative ecosystem between private, public, and academic sectors will support the development of the regional STEM talent pipeline and create new employment opportunities. Significant public and private funding is needed for infrastructure to support cutting-edge capabilities.

Altitude features one of Europe's largest indoor netted environments for Uncrewed Aerial Systems, research labs, classrooms, a business incubation hub, and a multi-use event space. The goals are to deliver industry-leading technologies, foster collaboration, and enhance lifelong learning. The impact of this initiative kickstarts wider Warton EZ activities, leveraging strengths in aerospace, space, engineering, and cyber application sectors.

Through the Growth Plan, we aim to capture investment to accelerate regional development and next-generation technology opportunities. Leveraging Warton EZ and Altitude will boost the skilled workforce, partnerships, and growth. Enhancing the University of Lancashire's teaching and research in next-generation technology will improve regional workforce development and business offerings. Promoting and attracting international investment and partners will further support these initiatives.

Blackburn Cyber Skills and Education Campus and Innovation Quarter

The Campus and Innovation Quarter are key to the delivery of a £250m investment framework for Blackburn Town Centre, the largest development of its kind in the North West. Public investment has been secured for the first phase of the Campus development, valued at £60m, including a high-quality office and teaching facility, offering up to 100,000 sqft of new space, and a new cyber business centre with up to 15,000 sqft of contemporary accommodation to meet sector demands. Centred on the regeneration of the former Thwaites Brewery and Council sites, it's part of the ambitious Blackburn Growth Axis plan which will deliver £1bn of new economic activity in the borough over the next 10 years.

The site is the closest strategic development to the Samlesbury Enterprise Zone making Blackburn an integral part of the Government's Northern Cyber Corridor between Lancaster and Manchester.

The Campus and Innovation Quarter connects with new growth opportunities generated by business clusters and HQ developments anchored by global companies such as Euro Garages and Assystem, and new development opportunities at J5 on the M65 which will deliver up to 1 million sqft in employment space for new business growth. Opportunities for health innovation at Royal Blackburn Teaching Hospital, linked to Burnley Hospital, located near to the M65 Growth Corridor, will further enhance the scale and impact of development plans.

Blackpool Airport Enterprise Zone and Silicon Sands

Located just off Blackpool's seafront, with the resort's major attractions (including Blackpool Tower, Blackpool Pleasure Beach and Promenade) located within ten minutes' drive, Blackpool Airport boasts one of the UK's most successful Enterprise Zones. With an estimated £300m of additional private sector development potential, 25 acres of newly unlocked commercial land is primed for development for commercial use at the EZ's Eastern Gateway. Accommodation within secure, landscaped plots (ranging from 15,000sq ft to 100,000sq ft) is available, with power, utilities and property access in place.

The EZ also includes the groundbreaking Silicon Sands project with the potential to become a Strategic AI and Sustainable Digital Infrastructure Hub for Lancashire. The EZ is positioned on the North Atlantic Loop, a major transatlantic fibre artery connecting America and Europe. This strategic location places Blackpool and Silicon Sands practically within the same availability zone as Dublin, one of Europe's leading data centre hubs, ensuring ultra-low latency connectivity for AI, cloud, and high-performance computing applications. Silicon Sands is directly connected via national fibre carriers to the UK's main internet exchanges, including IX Manchester, IX Leeds and Linx London offering seamless low-latency access to hyperscale cloud providers and global AI infrastructure. Blackpool also benefits from its own ultra-low latency fibre network, which enables high-speed, high-bandwidth digital services with minimal latency—an essential requirement for next-generation AI, private 5G, and high-performance computing.

With the support of Lancaster University, Silicon Sands has been pioneering the concept of net-zero, sustainable data centres, leveraging immersion cooling technology and waste heat recovery. The project is shovel-ready, with an initial 2–6MW demonstrator AI data centre set to launch, supplying recovered heat to the Sandcastle Water Park (eventually to become part of a wider District Heat network) one of the UK's largest indoor water parks. This demonstrator will establish the foundation for the expansion of the Silicon Sands campus, with 32MW of power already available and a clear pathway to gigawatt-scale capacity by the early 2030s.

The project will capitalise on three gigawatts of offshore wind power currently in development in the Irish Sea, set to come ashore at the EZ. By harnessing curtailed renewable energy, Silicon Sands presents a unique opportunity for Lancashire to emerge as a major AI Growth Zone, aligning directly with the UK Government's ambition for regional AI hubs with pathways to 500MW+ of power. This initiative will drive economic growth, attract global investment, and create high-value tech jobs, reinforcing Lancashire's position at the forefront of the UK's green and digital economy.

Blackpool Central Leisure Development

The former Central Station site is one of Blackpool's most strategically important development sites, and its redevelopment is central to the ambition of developing a new, exciting and unique world class tourist destination with a vision to provide a unique leisure quarter which underpins Blackpool's appeal as a national tourist destination, driven by exceptional quality, sustaining wider resort regeneration, providing compelling new reasons to visit Blackpool. The 7.15ha site occupies a prime seafront location on Blackpool's famous Golden Mile and within the shadow of Blackpool Tower. It lies on the southern edge of the town centre and enjoys direct connection with the M55 via Central Corridor. The ambition for the site is to ensure that proposals for development deliver landmark attractions of the highest quality to transform the visitor economy and resort appeal and supports its long-term future as a year-round world class resort destination, securing economic growth and regeneration within the resort and providing quality employment opportunities.

Burnley Town Centre and Canalside Masterplan

Burnley Town Centre and Canalside Masterplan is a £200m plan to transform the town, building on a new Canalside University Campus and bringing in new leisure, business and residential uses.

Burnley has already seen significant investment in the town centre and canal-side areas, including a multi-million pound public realm scheme along St James Street, a new anchor retail store, junction upgrades to improve car and pedestrian access, and the refurbishment of historic waterside buildings and derelict sites.

Heysham Nuclear Power Stations (EDF)

Heysham is the only nuclear licenced site in the UK to have two operating nuclear power stations. The stations play a crucial role in Lancashire's economy and the UK's energy supply. A recent study published in January 2025 reveals that the Heysham power stations have contributed nearly £30 billion to the economy since operations started just over 40 years ago. EDF's recent decision to extend the operational life of Heysham 1 until 2027 and Heysham 2 until 2030 underscores their importance and offers some welcome job security and wider economic benefits. Looking ahead, EDF has expressed an ambition to keep these stations running for as long as possible - subject to inspections and regulatory approvals - but future extensions will be short and there is a growing need to identify options for new nuclear at the site. The UK government has also recognised Heysham as a potential site for future nuclear power stations, such as Small Modular Reactors, which could further secure its role in the region's energy landscape. This Growth Plan recognises that Heysham's future in new nuclear developments is vital for both local and national interests.

Morecambe Seafront and the Eden Effect

Morecambe, and the wider North Lancashire area, is set to directly benefit from the Eden Project Morecambe scheme. Conceived by the team behind the world-famous Eden Project in Cornwall, the 36-acre development was given the green light by Government in March 2023, along with £50m of Levelling Up funding, to allow work to commence on the £100m project.

Described as a destination which 're-imagines Morecambe as a seaside resort for the 21st Century', it will be a ticketed tourist attraction. Focusing on the key themes of education, ecology, wellbeing and community, Eden North will combine indoor and outdoor experiences that directly link to the internationally significant natural environment of Morecambe Bay. A Being less than two hours travel time from most of the North's main conurbations, and with a local catchment area of ten million people, Eden North is anticipating attracting up to 740,000 visitors a year. It is also expected to help create over 1,250 jobs and inject £150m GVA per year into the North West economy.

Preston Station Quarter

Investment in Preston is driven by the 10-year City Investment Plan³², outlining a long-term vision to transform the city with close to £1bn already invested or committed over the next few years. At the forefront of growth within the region, Preston is undergoing a dramatic transformation, capitalising on the National Cyber Force HQ facility on Preston's doorstep, to create huge opportunities for commercial development and city living. The Preston Station Quarter Strategic Regeneration Framework identifies four quadrants surrounding Preston Train Station: Preston Station East; Preston Station West; County Hill; and University Walk. It sets out a blueprint for the future development of the area, covering 43 hectares, to create a thriving commercial district next to Preston Railway Station, one of the most accessible locations in the North.

The vision includes the provision of Grade A offices, high-density housing, and quality public realm, to create an attractive place to live, work, and visit. This work also enhances Preston Station as Gateway to Lancashire including improved East-West connectivity through better links to the national rail network.

Springfields (Westinghouse UK)

Westinghouse's Springfields site has been manufacturing world-class nuclear fuel, and related products, for almost 75 years. The 80-hectare site is today one of the most advanced nuclear fuel generating facilities in the world, with its Oxide Fuels Complex being the UK's only commercial fuel fabrication facility. Utilising advanced manufacturing processes, the Springfields site produces around 32% of all the low-carbon electricity generated in the UK.

Springfields, which is recognised as a world leader in safety, quality, environmental, and technological standards, also hosts the Clean Energy Technology Park (CETP). This facility is open to technology developers, supply chain partners, and academia, enabling collaboration on advanced and innovative nuclear technologies. It also acts as a centre of excellence for nuclear materials management.

Springfields and the CETP both have excellent infrastructure and connectivity. Land is available for development, while established links with universities and training providers enables the acceleration of R&D.

Strategic Rail Programme

Lancashire's Central Belt, running west to east from the Fylde Coast to East Lancashire, is the primary driver of our regional economy, comprising many of our strategic economic assets, including FE/HE institutions, R&D hubs and strategic growth locations including Preston Station, Blackburn Cyber Skills and Education Campus, Silicon Sands and Burnley Town Centre.

The railway between Blackpool North and Burnley Manchester Road forms the public transport spine for our Central Belt. However, although 70% of Lancashire's residents live within five miles of the railway line, our region is fragmented into four economic sub-areas, which are focused on more established north-south transport routes. Poor rail connectivity along this east-west axis is a critical challenge for our region (e.g. a mixture of slow and semi-fast services, slow journey times and poor accessibility at our stations). Unacceptable train operator performance, especially on services linking Blackburn and Manchester, which are among the most unreliable in the country, impacts the ability of businesses to recruit skilled staff, adds to employers' costs and reduces productivity, holds back inward investment and undermines visitor experiences, particularly in East Lancashire.

Previous study work for Lancashire and Yorkshire partners demonstrated that improving strategic transport links across our Central Belt, and connecting through to North and West Yorkshire, could yield significant productivity benefits through agglomeration and expanded labour markets. Improved rail links could play a major role in enhancing connectivity between and unlocking new high-value growth in our urban centres, including Blackpool, Preston, Blackburn and Burnley.

Through our new Local Transport Plan, we will be exploring options to transform rail connectivity across Lancashire, with a particular focus on the east-west axis serving the Central Belt. Working in partnership with Great British Railways, we will explore options to cut journey times, increase service frequencies and introduce higher capacity, more reliable trains linking the Fylde Coast to East Lancashire and beyond. We will also consider options to reinstate the missing link between Colne and Skipton, alongside Clitheroe and Hellifield, which will transform connectivity with North and West Yorkshire and improve links to major centres in the North. Better linkages between East Lancashire and Greater Manchester via the rail network, to access High Speed 2 and Northern Powerhouse Rail hubs, will also be developed.

These will be integrated into the wider public transport network, including exploration of new light rail solutions, to transform public transport connectivity, which will unlock mode shift across the Central Belt, creating supportive conditions for transformational growth across our area.

Talbot Gateway Skills and Education Campus (Multiversity)

With the first phase of the Blackpool and The Fylde College Multiversity due for completion in 2027 the expansion of the Multiversity Phase 2 into an expanded Talbot Gateway Central Business District to create a skills and education campus. The Multiversity, which is a new concept for higher education, captures the idea of creating various (multi) and flexible pathways to higher level skills, compared to the "one size fits all" (uni) model of conventional higher education. The conventional model is the three-year residential degree and has become increasingly focussed on young people – with adult numbers declining. The Multiversity model operates very differently. The concept is based on the idea of multiple routes to higher skills, delivered flexibly in response to student, apprentice and employer need. It implies a curriculum which is based on an "escalator" of qualifications which lead to higher skills, but designed in stages, so that progression can occur as and when required over time, depending on the age, employment context, and priorities of the students and apprentices involved. The aim is that the Multiversity will provide a new hub of ideas and practices, bringing educational partners together with students, apprentices and employers, to co-design and create new curriculum approaches, tailored to the needs of the labour market. By being in the Town Centre alongside the Multiversity Phase 1 B&FC will improve access and visibility of opportunity to support the aspirations of employers, students and apprentices across all levels of professional and technical development, training and education to the population of the Fylde Coast, Lancashire & beyond.



Image
Blackpool Tower

Appendices 1

Lancashire's Major Project Pipeline spring 2025

Priority Area(s)	Project	Lead organisation(s)	Type
Sustainable digital and AI	Samlesbury Innovation Hub (incl. securing and maximising the economic benefits from NCF)A	LCC Plexal	Existing capital project but wider support required.
Sustainable digital and AI I	Blackburn Cyber Skills Campus and Innovation Quarter	Blackburn with Darwen Council	Existing capital project but wider support required.
Sustainable digital and AI	Silicon Sands	Blackpool Council	Existing capital project but wider support required.
UK Security / "manufacturing"	Warton EZ – A thriving eco-system, bringing together industry, entrepreneurs, leading academic and government institutions, to advance next generation technology and skills capability, in the exploitation of future aviation and space markets.	BAE Systems / University of Lancashire (as anchor tenant)	Existing capital project but wider support required.
UK Security / "Manufacturing"	'Secure by Design' programme will focus on traditional engineering and manufacturing businesses ensuring they remain at the heart of the defence and security sector.	NW Regional Defence and Security Cluster	New sector development proposition
Clean Growth / Nuclear	Springfields development	Westinghouse UK	Existing capital project but wider support required.
Clean Growth / Nuclear	RedCAT Low Carbon Tech Commercialisation Accelerator	EL Chamber	Existing capital project but wider support required.
Manufacturing	East Lancashire Manufacturing Cluster	East Lancashire Manufacturing Cluster	Sector development group.
Manufacturing	Lancashire manufacturing (Watchtower 3)	Lead Partners: North West Aerospace Alliance and Aerospace Consulting Ltd. Contributing Organisations: Northern Automotive Alliance, Riscon, East Lancs Chambers of Commerce.	Sector development.
Manufacturing	Proposal on "Sustainable Manufacturing Business Growth Service" aimed at working towards the decarbonisation and circularity of Lancashire's AEM sector.	North West Aerospace Alliance, Northern Automotive Alliance, and Aerospace Consulting Ltd.	Sector development
Manufacturing	Proposal on "High Integrity Advanced Materials Processing"	NWAA, NAA and Aerospace Consulting	Sector development

Lancashire's Major Project Pipeline spring 2025

Priority Area(s)	Project	Lead organisation(s)	Type
Manufacturing	The development of a "STEM Centre of Excellence" in Lancashire to support the growth of the AEM Sector, and especially the Defence and Security Sector and the National Cyber Force.	NWAA, NAA and Aerospace Consulting	Sector development
"A reimagined coast/ tourism"	Morecambe and the Eden effect) (incl. securing and maximising the economic benefits from Eden)A	LCC and Lancaster City Council	Existing capital project but wider support required.
Underpinning conditions for growth-Creative and Cultural/Tourism	Blackpool Central Leisure Development - "A unique leisure quarter which underpins Blackpool's appeal as a national tourist destination, driven by exceptional quality, sustaining wider resort regeneration, providing compelling new reasons to visit Blackpool".	Blackpool	Site redevelopment opportunity
Underpinning conditions for growth-strategic sites	The following 11 anchor strategic sites were identified as transformational for the Lancashire economy; Blackburn Town Centre / Growth Axis, , Blackpool Airport Enterprise Zone, Burnley Bridge and Burnley Bridge South, Burnley Town Centre and Canalside Masterplan Employment Sites, Cuerden Strategic Site South Ribble, Heysham Gateway, Hillhouse Technology Enterprise Zone Expansion Project, Lomeshaye Extension (Phase 2) West of Nelson, Preston Station Quarter, Samlesbury Enterprise Zone and Warton Enterprise Zone. The following 19 complementary strategic sites were also identified; Blackpool Central, Junction 5, M65 Strategic Employment Site (J5 SES), Blackburn, M65 Junction 3 cluster, , Botany Bay Business Park, Former Camelot Theme Park, Hyndburn Growth Development Pipeline, Central Lancaster & Canal Quarter, Eden North & Central Morecambe, South Lancaster Health Innovation Hub, . Skelmersdale Town Centre Phase 2, Springfields, Fylde, West Craven Business Park extension, Pendle, Heirs House, Pendle, M6 Junction 31A, site North of EP1.10 adopted Local Plan Employment Allocation, Cuerdale site, South Ribble, Junction 4 Green Business Park, West Lancs, Junction 4 Solar Farm, A56 Growth Corridor, Rossendale.	LCCA	Strategic site propositions for Local Authorities, Government and investors

Lancashire's Major Project Pipeline spring 2025

Priority Area(s)	Project	Lead organisation(s)	Type
Underpinning conditions for growth- City Centre/Transport/Housing/ Sites and premises	Preston Station Quarter – provides Grade A office and enhances East-West connectivity through improved links to national rail network.	LCC/PCC/The Martin Property Group/Homes England/Network Rail/Avanti	Strategic site proposition for Local Authorities, Government and investors
Underpinning conditions for growth- strategic sites	Hillhouse, including HyLane – The pathway to Hydrogen Generation, Storage and Use	LCCA	Strategic site proposition for Local Authorities, Government and investors
Underpinning conditions for growth- strategic sites	Gigafactory proposition - Lancashire's automotive sector strengths, connectivity and port access provide the potential for gigafactory development if a site of suitable size can be identified.A	LCCA	Strategic site proposition for Local Authorities
Underpinning conditions for growth- strategic sites	Skelmersdale Town Centre Masterplan	WLDC	Town Centre Development
Underpinning conditions for growth – strategic sites	North East Blackburn Strategic Housing Site – single largest housing growth site in Lancashire delivering 1,500 family homes.	Blackburn with Darwen Council	Infrastructure funding support required to accelerate the delivery of all homes within 5 years.
Rural economy	Greenhouse Innovation Consortium - Experimental Crop & Horticultural Light optimisation) Facility	Edge Hill/Pilkington Glass/WLDC	Existing capital and revenue project requires support
Advanced Manufacturing	£8M project with the AMRC to establish a new AMRC Additive Manufacturing Centre in Darwen with linkages to the established AMRC NW facility at Samlesbury	AMRC NW / Blackburn with Darwen Council	New capital and revenue secured with potential for further development
Innovation	Lancaster Innovation Campus - significant and thriving Innovation District in Lancaster that reaches across and drives economic benefit and prosperity for the wider County	Lancaster University	New capital and revenue proposal
Innovation	Pan Lancashire Innovation Collaboration Programme – the Virtual Innovation Campus	Lancaster University	New revenue programme
Graduate retention	The Lancashire Graduate Offer (LancsGO) - aimed at retaining highly-skilled people within the county	University of Lancashire	New proposal for a range of novel interventions
Innovation FE	TLC Innovators project - recognises the importance of innovation to Lancashire's growth aspirations and responds particularly to the need for greater innovation amongst the area's SMEs and to build an innovation mind-set within the future workforce.	The Lancashire Colleges	Sector development
Rural economy (FE)	Rural Innovation Centre aimed at driving sustainable productivity in the region's rural economy.	Myerscough College and University Centre	Sector development
Skills (FE)	Talbot Gateway Skills and Education Campus (Multiversity)	Blackpool and Fylde College / Blackpool Council	Extension of existing capital project
Skills (FE)	Burnley College Future Skills Academy (The Academy)	Burnley College	New £18m capital and revenue proposal

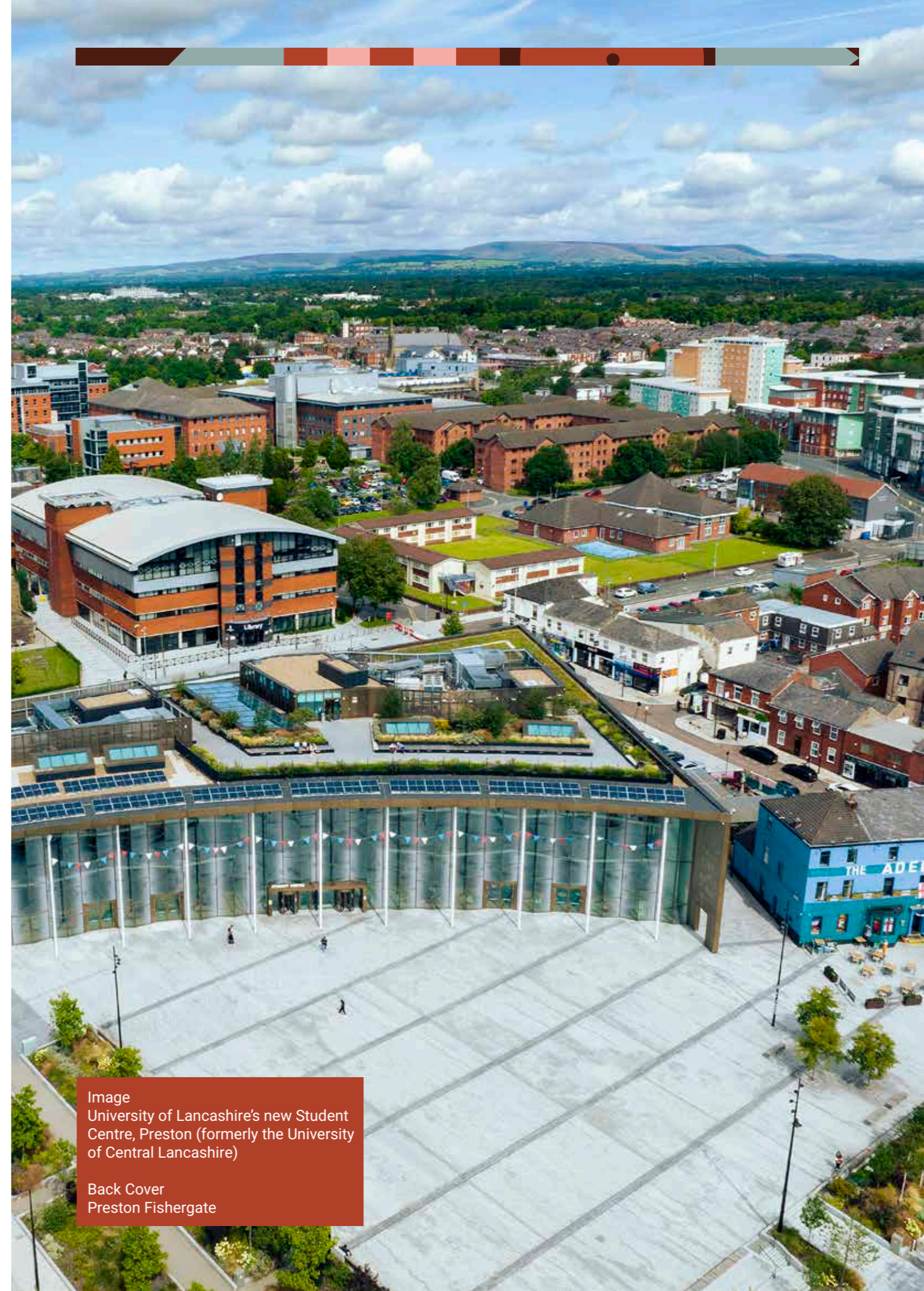


Image
University of Lancashire's new Student Centre, Preston (formerly the University of Central Lancashire)
Back Cover
Preston Fishergate

