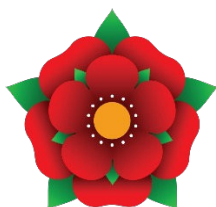


Vision and Objectives



LANCASHIRE
COMBINED COUNTY
AUTHORITY

An aerial night photograph of Blackpool, UK. The image shows a wide view of the town, with the Blackpool Tower prominently lit in red and white at the top center. To the left of the tower, a Ferris wheel is visible. In the foreground, a large tram system with multiple tracks runs diagonally across the frame. The surrounding urban area is filled with various buildings, some of which are brightly lit, and parking lots with cars. The overall scene is a vibrant display of city lights at night.

Foreword

The establishment of the Lancashire Combined County Authority (LCCA) marked a historic step in devolving power and funding to Lancashire. For the first time, councils came together to secure new investment and begin unlocking our county's vast potential. This Vision and Objectives document sets out our overall ambition and strategic intentions, reflecting our transition from planning to implementation.

Lancashire's new Growth Plan is central to this vision, articulating the LCCA's focus on inclusive economic growth, innovation, and investment. It outlines how we will harness Lancashire's strengths and address long-standing challenges, ensuring that our ambitions are grounded in the needs and opportunities of our communities and businesses.

Since its formal launch in February 2025, the LCCA has made significant progress, including the formation of advisory boards for Economic Growth, Transport, and Skills. These boards are now playing a pivotal role in shaping the strategic direction of the area.

The Lancashire Business Board was central in shaping the Growth Plan, ensuring it reflects both the area's strengths and its potential for transformation.

The Board will continue to guide our work, helping to broker partnerships, attract new investors, and ensure that Lancashire's strategic ambitions are informed by business insight.

Considerable work is also underway to prepare the LCCA over time in becoming the sole Local Transport Authority (LTA) for Lancashire, starting from April 2026. This transition will see the LCCA take direct responsibility for shaping and delivering a modern, integrated and sustainable transport system that supports economic growth and improves connectivity across the county.

This document also aligns with the newly published English Devolution and Community Empowerment Bill, which once passed, will formally designate the LCCA as a Strategic Authority, reinforcing our role in leading Lancashire's long-term transformation.



Cllr Stephen Atkinson
Leader of Lancashire
County Council



Cllr Lynn Williams
Leader of Blackpool
Council



Cllr Phil Riley
Leader of Blackburn
with Darwen Council

For the first time, councils came together to secure new investment and begin unlocking our county's vast potential.

A photograph of a large, ancient stone tower, likely part of Lancaster Castle. The tower features crenellated battlements at the top and a central arched entrance. A stone relief sculpture of a figure is visible above the arch. In the foreground, a group of people are walking on a paved area. To the left, there are green trees with white flowers. The sky is clear and blue.

Our Purpose

Lancashire Combined County Authority (LCCA) is dedicated to delivering transformative change through targeted investment in innovation, infrastructure, and workforce development. We champion Lancashire's interests nationally and internationally, working across council boundaries so important decisions reflect local priorities and unlock regional potential.

We are focused on strengthening inward investment strategies, making Lancashire a prime destination for global capital, venture funding, and industrial R&D. And we are committed to addressing long-standing barriers to growth, maximizing the impact of devolved powers and funding so economic growth benefits the communities that need it most.

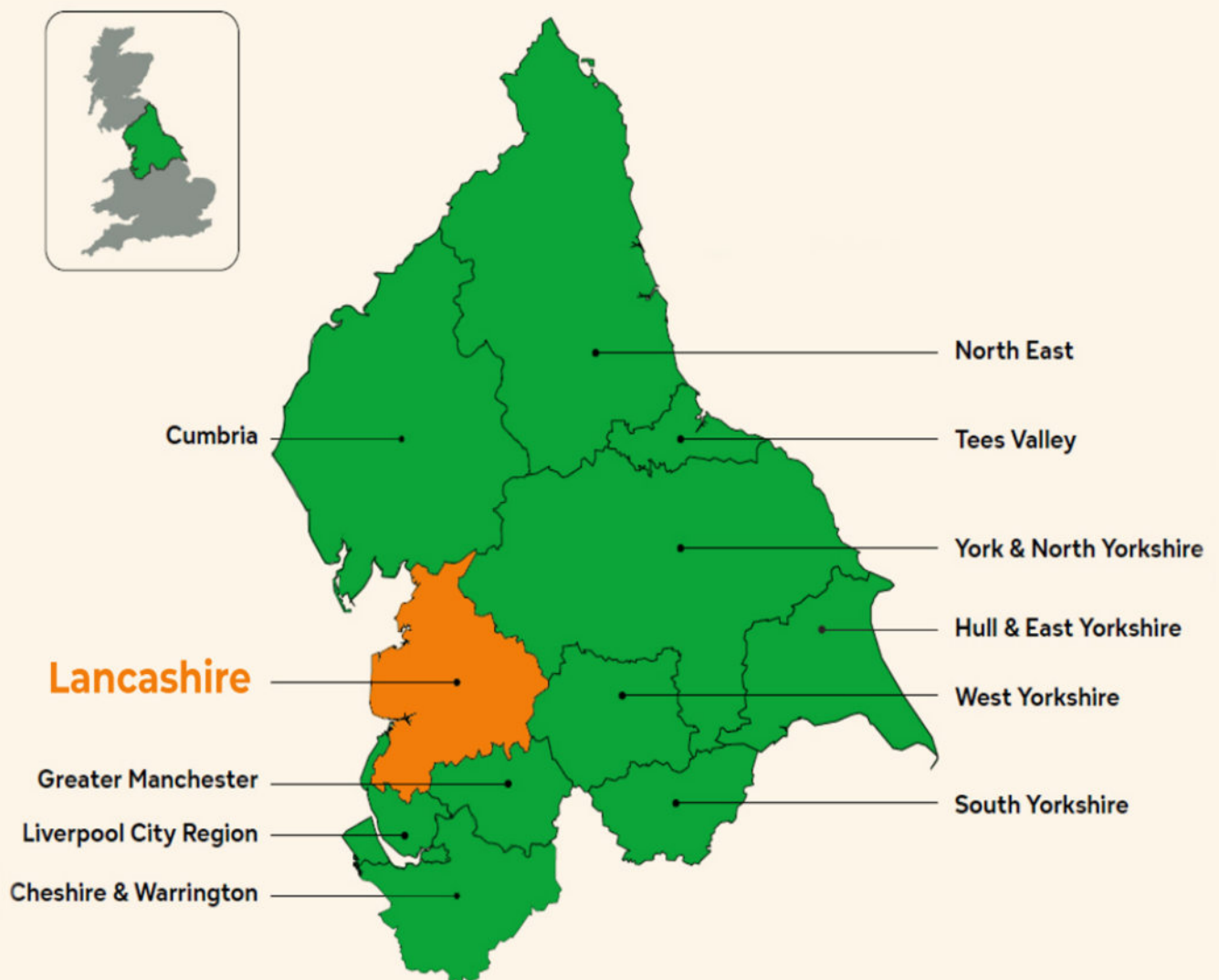


Figure 1: Combined/Combined County Authority areas in the North (both existing and in development).

A woman with dark hair tied back, wearing a blue Microsoft HoloLens augmented reality headset, is shown in profile. She is wearing a dark blue polo shirt with white stripes on the sleeves and a lanyard with an ID badge. Her right arm is extended forward. The background is a blurred industrial setting with computer monitors and machinery.

Opportunities and Challenges

Lancashire is a powerhouse of potential, home to 1.6 million people over 55,000 businesses, and contributing £40 billion in GVA. As one of the largest economies in the North, Lancashire is poised to take a leading role in driving national economic growth. With more than 728,000 jobs its economy is underpinned by world-class capabilities in advanced engineering, manufacturing, nuclear, cybersecurity, artificial intelligence, and clean growth.

Our unique energy assets, growing investments in defence, security, and technology, and our ability to reinvent traditional industries position us as a powerhouse of innovation and resilience. A key driver of this strength is the clustering of our high-value industry sectors, which fosters collaboration, accelerates innovation, and enhances our appeal to inward investors.

However, the county faces several challenges, including skills gaps in crucial sectors, varying quality and availability of infrastructure across the county, retaining graduates, and economic inactivity linked to inequalities in health.

The LCCA is designed to tackle these issues through integrated strategies and targeted investment, ensuring that all communities benefit from growth and development.

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An aerial photograph of a multi-lane highway (M61) near Chorley, Lancashire. The highway is filled with cars and trucks, winding through a lush green landscape. In the background, a town is visible, featuring a prominent church with two tall spires. The sky is clear and blue. Overlaid on the center of the image is the text 'Our Vision' in a large, white, serif font.

Our Vision



Lancashire's vision is to build upon our strengths to become a globally recognised, highly competitive, and sustainable region celebrated for its quality of life, connectivity, and opportunity.

Guided by the Lancashire Growth Plan, we will harness the county's strengths to deliver inclusive and high-impact growth, focusing on key sectors that drive productivity, while also investing in the pillars of success: transport, skills, housing, health, and innovation.

We also acknowledge the importance of foundational sectors such as public services and universities, civil society, and health and social care. We will promote inclusive employment, cultural development, and community wellbeing as essential components of economic growth, increasing employment and ensuring residents benefit directly from the region's prosperity.



Strategic Themes

CGI -New Lancashire Cricket Ground, South Ribble

The main themes established in our CCA Proposal (2024) are shown below. While the LCCA is initially focused on Economic Development, Transport, and Skills, we are actively broadening our work across other themes in line with emerging national policy.

The LCCA is designed to ensure strategic integration across all themes. This principle runs through the Terms of Reference for our Advisory Boards, programme development and delivery, and monitoring and evaluation processes. It ensures that our work is coordinated, connected, and aligned with the overarching priorities set out here.

Economic Growth

Lancashire's economic future is anchored in a set of priority sectors with strong potential for

international expansion. These sectors are deeply embedded in Lancashire's economic identity and are central to driving productivity, innovation, and job creation. They also play a pivotal role in the broader North West and northern economic corridors.

A key strength lies in Lancashire's industrial clusters, concentrations of expertise and innovation that foster collaboration, accelerate growth, and enhance the region's appeal to investors.

Through the Lancashire Growth Plan, the LCCA will harness these clustered priority sectors – national security, clean energy growth, digital and Artificial Intelligence, advanced engineering and manufacturing, and culture and tourism – unlocking their potential through infrastructure, skills, and business support.

Transport

Guided by the Lancashire Transport Plan, the LCCA will deliver a connected, low-carbon transport system that improves accessibility, reduces congestion, and supports economic growth. The strategy prioritises investment in strategic road and rail links, public transport and active travel infrastructure. It also supports the decarbonisation of the local bus fleet and improved east–west connectivity, ensuring that transport enables rather than hinders access to jobs, education, and services.

Skills and Employment

The Get Lancashire Working Plan, building on the foundations of the Lancashire Skills and Employment Framework, sets out a clear strategy for aligning education and training with the needs of Lancashire’s labour market.

The LCCA will collaborate with employers, training providers, and educational institutions to close skills gaps, improve workforce readiness, and expand employment opportunities. This includes increasing access to adult education, supporting apprenticeships, and equipping local people with the skills needed to thrive in Lancashire’s priority sectors. The plan also promotes inclusive employment, with a focus on tackling economic inactivity and supporting underrepresented groups in the county.

Clean Growth and Sustainability

In response to the environmental ambitions set out in the English Devolution and Community Empowerment Bill, the LCCA will promote green jobs, clean energy, and climate resilience. This theme will be supported by a coordinated approach to sustainability across all strategic plans, including the integration of low-carbon technologies in transport, and the development of local energy infrastructure. The LCCA will also support the delivery of Local Nature Recovery Strategies, working with partners to guide where and how we restore and connect rural areas to support biodiversity and open up funding opportunities.

Culture and Tourism

Culture and tourism are central to Lancashire’s identity and economic future. The LCCA will support this sector as a catalyst for growth by investing in cultural assets, heritage, and visitor infrastructure. Lancashire’s diverse geography of coast, countryside, cities, and town, offers a compelling lifestyle and visitor proposition, blending natural beauty with creativity and heritage. Through a refreshed Cultural Strategy, and a new Tourism Strategy, the LCCA will promote Lancashire as a high-value, year-round destination. These strategies will unlock investment, support creative industries, and enhance wellbeing, while ensuring that culture delivers community pride, social value and inclusive development.

Digital and Cyber

Leveraging the presence of nationally significant projects, such as the National Cyber Force HQ, the LCCA will expand Lancashire’s digital economy. This includes supporting digital skills development, cybersecurity innovation, and infrastructure improvements to ensure that Lancashire remains at the forefront of technological advancement. The LCCA will work with universities, tech firms, and public sector partners, including our schools, to create a thriving digital ecosystem that supports new economic growth, high value opportunities for residents and local businesses, and public service transformation.

Housing and Land

A Spatial Development Strategy for Lancashire will provide a long-term framework for how land is used and developed across the county. Aligned with the Local Transport Plan, it will coordinate housing, infrastructure, and economic growth to enhance quality of place. As a statutory function of the LCCA, the SDS will enable strategic planning across local authority boundaries. The LCCA will work with district local authorities and other partners to develop the evidence base for the emerging strategy.

Our Objectives

To achieve its vision, the LCCA will:

- Provide a strong, unified voice for Lancashire in strategic dialogue with central government.
- Implement the Lancashire Growth Plan and other strategic frameworks to guide delivery.
- Compete effectively for national resources and investment to support Lancashire's growth.
- Foster collaboration across public, private, and voluntary sectors to drive shared outcomes.
- Respond to national missions including economic growth, and further public service reform.
- Coordinate delivery across councils and sectors to unlock local growth and opportunity.
- Explore further opportunities under the English Devolution and Community Empowerment Bill.

CGI - Blackburn Cyber Skills and Education Campus and Innovation Quarter

How we work

The LCCA operates through a constitution that defines roles and responsibilities, ensuring clarity and accountability in governance. Advisory Boards provide expert guidance on key themes, while a leadership team supported by constituent councils ensures cohesive decision-making. The Business Board plays a crucial role in shaping investment priorities, and a new Data Observatory will support monitoring and evaluation by providing robust data and insights.

The Scrutiny and Audit Committees will both have independent chairs. As the authority continues to transition from start-up to full operation, statutory powers are being adopted, and delivery structures are maturing to support effective implementation.

The current governance structure of the LCCA is illustrated in the chart below, showing how leadership, advisory, and stakeholder roles are coordinated across the county.

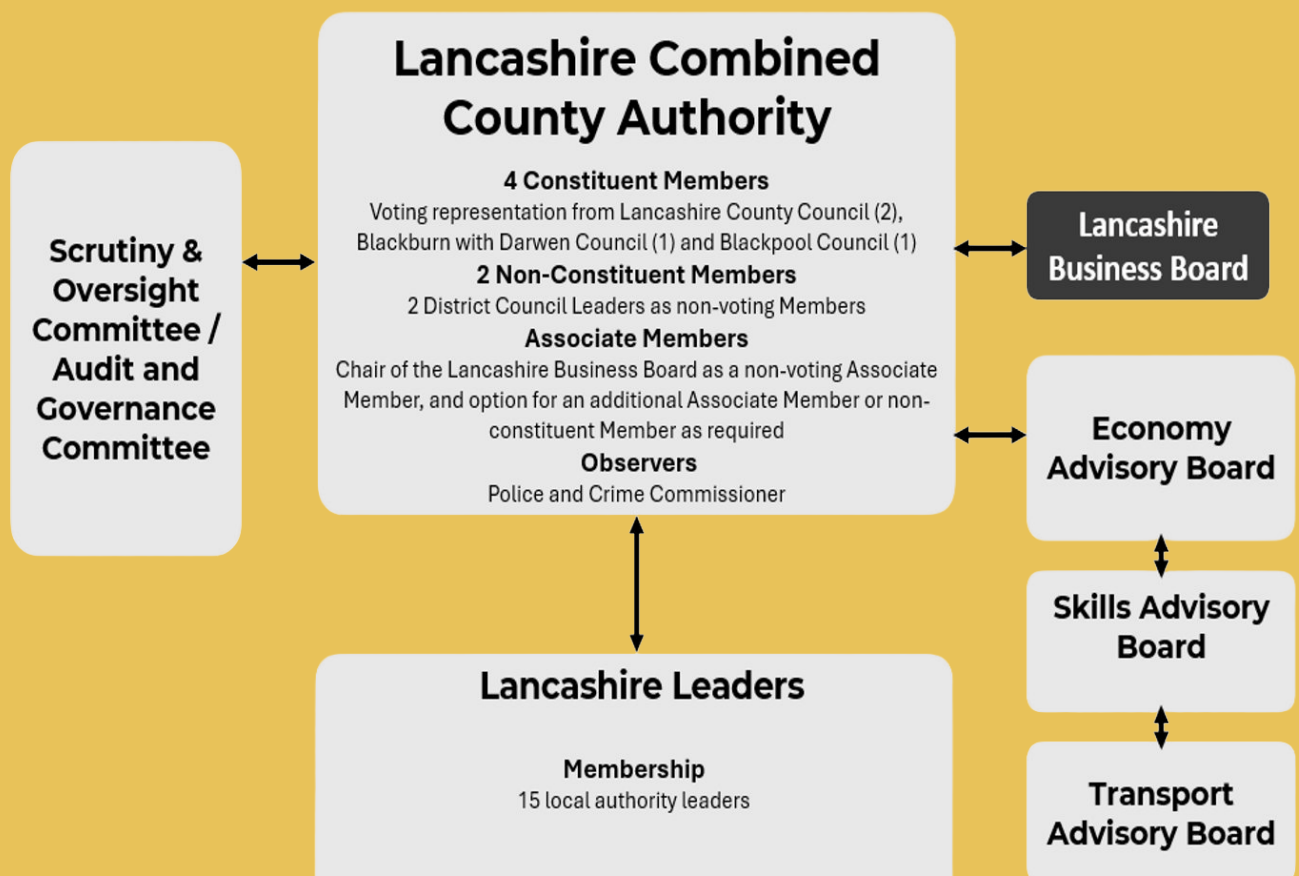



Figure 2: Current LCCA governance structure

A man and a woman are working on a car engine in a workshop. The man, wearing a blue shirt, is leaning over the engine, and the woman, with blonde hair, is also leaning over it. They are both focused on their work. The background is a blurred workshop with various tools and equipment.

Functions

Strategic Authority under the English Devolution and Community Empowerment Bill, the LCCA will commission strategies and services, facilitate collaboration and forward planning, and act as a strategic investor to attract public and private funding. It will deliver integrated strategy and policy across transport, skills, housing, and economic development.

The LCCA's Policy Framework will include the Lancashire Growth Plan, Investment Prospectus, Skills and Employment Strategic Framework, Local Transport Plan, Spatial Development Strategy, and Social Value Framework. These documents, over time, will guide the authority's actions and ensure alignment with regional and national priorities.

A person with blonde hair, wearing a blue polo shirt, is working on a piece of machinery. The background is blurred, showing industrial equipment. The person is focused on their task, with their hands near the machinery.

Values and Principles

The LCCA is guided by a set of core values and principles:

Accountability: We are committed to transparent and ethical decision-making, ensuring that public resources are used responsibly and that our actions are open to scrutiny.

Collaboration: We work across boundaries and sectors—public, private, and voluntary—to achieve shared goals and deliver better outcomes for Lancashire.

Flexibility: We adapt to evolving responsibilities and opportunities, ensuring that our structures and strategies remain responsive to change.

Inclusivity: We actively engage residents in shaping Lancashire's future, ensuring that diverse voices are heard and reflected in our plans and decisions.

Social Value: We embed community benefit in all our investments and procurement activities, ensuring that our work delivers lasting value for people and places.



What success will look like



Success for the LCCA will be measured by increased devolved funding and private investment, improved productivity, more higher-value jobs, and wellbeing across the county, and enhanced transport connectivity and infrastructure. The delivery of strategic projects aligned with devolved powers will demonstrate the authority's effectiveness. Ultimately, success will be reflected in greater pride in Lancashire's identity and achievements, as well as tangible improvements in the lives of its residents.

Success will be monitored through a robust performance management framework with key performance indicators (KPIs) to track progress and assess impact in economic growth, infrastructure, skills, quality of place, housing, and inclusive growth. This will include alignment with the national Social Value TOMs (Themes, Outcomes, Measures) Framework. Regular progress reports, stakeholder feedback, and adherence to budgets and timelines will ensure effective delivery.

Our policy and performance frameworks will respond flexibly to local priorities and changes in national strategy, taking advantage of new and emerging opportunities and to work more collaboratively with our partners. This dynamism is required to make the most of Lancashire's unique potential and we will continually evaluate and review our arrangements to ensure we are delivering for the county.

Success for the LCCA will be measured by increased devolved funding and private investment, improved productivity, more higher-value jobs, and wellbeing across the county.





Further information

To learn more about the Lancashire Combined County Authority, how to get involved, and to get the latest news and updates, please visit the Lancashire Combined County Authority website.

You can sign up for our newsletter to receive updates directly and follow us on social media for regular updates and announcements.

Social media channels

www.facebook.com/LancashireCCA

www.linkedin.com/company/lancashire-combined-county-authority/

www.youtube.com/@lancashirecca

As a public body, the LCCA is subject to the Freedom of Information Act and has processes to ensure that information can be disclosed in line with the statutory timescales.

www.lancashire-cca.gov.uk



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