

Sefton Economic Strategy Action Plan

December 2019



Foreword



Councillor Marion Atkinson
Cabinet Member (Regeneration & Skills)

The Sefton Economic Strategy Action Plan is the culmination of comprehensive work that started as a Local Economic Assessment (the evidence base) that developed into the Economic Framework for Sefton, which was the subject of extensive community, resident and business consultation in 2018. The Sefton Economic Action Plan sets out our key priorities and activities for the coming year.

The Plan is intended to help join up and steer the work of our partners and stakeholders as we strive to improve the long-term prospects of our economy, our businesses and our communities.

Sefton's economic growth ambitions will not happen in isolation and we will continue to work closely with our Liverpool City Region neighbours and partners to help nurture growth and new investment in what are challenging times for our residents, communities and businesses.

Our Economic Strategy work to date has focussed on several Key Priority Action Areas and I am delighted that we have many projects underway already resulting in new jobs and investment.

The intention is to make the Sefton Economic Strategy Action Plan a working document and we will be reviewing its progress and performance at key stages in 2020, enabling us to share its findings and progress.

You will see that the Key Priority Action Areas fall under our overarching objective of "Inclusive Growth", where we deliberately match up need and opportunity so our residents and businesses can realise their full potential.

Finally, we would be delighted to hear from you if you have any comments on our projects and activities. For further information please contact mike.mullin@sefton.gov.uk

Sefton Council
Economic Growth & Housing
Magdalen House
30 Trinity Road
Bootle
L20 3NJ

Executive Summary

1. Strategic fit

- 1.1 Sefton Economic Strategy Action Plan has been wholly aligned with many over-arching and inter-dependent strategies and policies at national, sub-regional and local levels. It has been developed to deliver Sefton's Vision 2030 Partnership ambitions for sustainable economic prosperity.
- 1.2 Sefton Economic Strategy Action Plan is the delivery plan of previous work undertaken in partnership with Regeneris Consulting- Sefton Local Economic Assessment (April 2017) and Economic Strategy Framework for Sefton (March 2018). Both documents have been the subject of public and private sector consultation and can be viewed [here](#). Before and since their publication, the Council and its partners have been developing a robust Growth and Strategic Investment Programme which includes the delivery of this Action Plan. The Growth and Strategic Investment Programme Board will continue to implement the Programme and monitor and measure its impact.
- 1.3 Sefton Economic Strategy Action Plan recognises that the Local Industrial Strategy for the Liverpool City Region (LCR) is under development, [with a position statement published in August 2019](#) and the strategy itself in early 2020. Sefton and its strategy will align to and complement the Liverpool City Region's (LCR) Local Industrial Strategy, contributing to and benefitting from economic growth across the region; our team will continue to play a proactive role in working with the LCR in its development and implementation. The LCR Local Industrial Strategy reflects priorities set out in the Sefton Economic Strategy Action Plan that has an impact at a city region and national level. Sefton's Economic Strategy wholly reflects the priorities of the borough.
- 1.4 Since the completion of the Local Economic Assessment and Economic Framework documents, EU Exit has come to the fore. Sefton Council has stepped up its preparations for EU exit by working with partners, and key delivery services, at both local and city region level to ensure appropriate and timely support will be available to our communities and businesses when required. This work is underway and our response will be captured and updated in future Action Plans.

Place Narrative

- 1.5 We will work with partners on the repositioning and reprofiling of Sefton, reflecting its strengths and differentiators in a competitive environment. This will be undertaken to capture a place narrative both for the borough and for the key areas within Sefton with distinct brands and propositions – the two will be complementary, not contradictory, and will be developed in collaboration with key partners across the borough. This will be presented in the form of a Place Marketing Strategy for Sefton in the Spring of 2020.

- 1.6 This will support business growth, inward investment, continued development of our visitor economy, delivery of Sefton's Growth and Strategic Investment Programme, and the development of the LCR Local Industrial Strategy. It will also support the wider aims of the Economic Strategy in terms of developing our communities, assets, transport infrastructure and health and wellbeing.

External Focus/Partnership Ethos

- 1.7 Developing and maintaining proactive, collaborative and strategic working relationships with business, partners and stakeholders will be a focus for Sefton Council, in both the development and implementation of the Economic Strategy, as well as in delivery of the Growth and Strategic Investment Programme. Sefton will champion this collaborative ethos to ensure delivery of the economic and social objectives of this strategy are met, providing place-leadership on behalf of the Borough.

Sector Focus

- 1.8 We will focus on sectors such as digital and healthcare that align with the LCR's vision and strategy, while building on all existing strengths and opportunities in the borough. We need to develop resilience to economic change by providing strong economic foundations for economic growth and a diverse business base.
- 1.9 We will support the diversification of Sefton's economy with a focus on key opportunity sectors such as financial, professional and business services, construction, low carbon and green industries, digital and creative, advanced manufacturing, port and maritime, the visitor economy including arts and culture, and potential rural economic activities. A strategy to gear up Sefton for the continuing growth of the health and care sector will also be an area of focus.

Inclusive Growth

- 1.10 We will continue to focus on models and work with partners in alignment with the vision and values of Sefton. This will ensure sustained focus on delivering social value, through an Economic Strategy that ensures inclusive growth. This will be reflected in the sectors, projects and opportunities on which we focus, and the way in which we and our partners work.

Measurement of Success

- 1.11 Sefton Council will improve how it measures success in delivery of this strategy, and development of the local economy. We will focus on capture and analysis of data and intelligence that informs strategy development, measures performance, helps sustain momentum, and ensures continued growth and success for the borough and its economy. Our approach will be to optimise benefits on all fronts – economic, social and environment.

2 A Framework for Action

2.1 The focus of action revolves around three key themes that link the economic and inclusive growth challenges for Sefton. They are:

- **Places** - giving priority to new housing and commercial development, the regeneration and revitalisation of Sefton's towns and broader investment in place-making and low carbon activities
- **Productivity** - recognising that the priority of creating more jobs, more businesses and business growth in Sefton should be balanced with action to improve the quality of work and how much it pays
- **People** - putting Sefton's residents at the heart of the economic Framework and equipping them with the skills and confidence needed to participate in a tough labour market and make a positive contribution to Sefton's economy.

2.2 Seven broad action areas follow from this, summarised in the diagram below:



3 Sefton Economic Strategy – Priority Action Areas

PAA1 Development and infrastructure		
<p>Objectives: To secure the delivery of new development in Sefton which supports economic growth including the creation of new employment and the delivery of major regeneration projects and improving and maintaining existing infrastructure.</p>		
Priority Actions	Current Programmes/Projects	Performance Indicators
<p>Site/Property development</p> <p>Delivery of regeneration and investment strategies for Bootle, Crosby, Southport and the coastal area so that they guide development over the next 10 years.</p> <p>Delivering new employment sites and premises, improving the existing stock and ensuring choice.</p> <p>Supporting private sector investors to deliver key employment and housing sites across the borough.</p> <p>Utilising Council owned-assets to deliver on our economic growth and strategic investment objectives</p> <p>Engaging early with developers/investors on key development sites.</p>	<p>Sefton Growth and Strategic Investment Programme:</p> <p>Coastal seawall defences</p> <p>Visitor infrastructure at coastal gateways of Crosby, Formby, Ainsdale and Southport</p> <p>Large employment sites and private development sites including Southport Business Park, Atlantic Park and Mersey Reach</p> <p>Community facilities including libraries</p>	<p>Investment</p> <ul style="list-style-type: none"> • £ new investment • £ new funding secured • £ new business rates <p>Businesses</p> <ul style="list-style-type: none"> • Business formation • Business growth • New community/social enterprises generated • New business space (sq m) <p>Productivity</p> <ul style="list-style-type: none"> • Generating and growing higher productivity businesses and jobs – both larger employers and SMEs. • New jobs created/safeguarded <p>Environment</p> <ul style="list-style-type: none"> • Progress in reducing or limiting growth of Carbon emissions by type of activity • Number of businesses advised on low carbon issues

<p>Town centre Development</p> <p>Regenerating and supporting development of our town centres including delivery of town centre investment frameworks and development strategies.</p> <p>Targeting funding sources to help deliver our town centre investment and development and investment strategies.</p> <p>Working in partnership with other public and private sector partners to realise town centre investment projects.</p> <p>Exploring opportunities to capitalise on our unique heritage and coastal resort assets.</p> <p>Exploring potential for improved public realm and “place making” opportunities within our town centres.</p> <p>Engaging with key town centre stakeholders to inform and help deliver the town centre investment strategies and frameworks.</p>	<p>Bootle New Strand Shopping Centre</p> <p>Bootle Town Centre Development Framework</p> <p>Crosby Investment Strategy</p> <p>Crosby Community Centre</p> <p>Southport Investment Strategy</p> <p>Southport Theatre & Convention Centre</p> <p>Southport Town Centre & Heritage Initiative</p> <p>Southport Business Improvement District</p> <p>Sefton Place Marketing for Inward Investment strategy & Action Plan</p> <p>Southport Waterfront</p> <p>Southport Market</p> <p>Town centre multi-modal transport and pedestrian access and connectivity</p> <p>Southport Town Fund</p>	<p>Investment</p> <ul style="list-style-type: none"> • £ new investment • £ new funding secured • £ new business rates <p>Businesses</p> <ul style="list-style-type: none"> • Business formation • Business growth • New community/social enterprises generated • New business space (sq m) <p>Productivity</p> <ul style="list-style-type: none"> • Generating and growing higher productivity businesses and jobs – both larger employers and SMEs. • New jobs created/safeguarded <p>Visitor Economy</p> <ul style="list-style-type: none"> • Visitor Numbers • Staying visitors • Economic Impact • Total Visitor Economy Employment • No. of net new hotel beds created <p>Environment</p> <ul style="list-style-type: none"> • Progress in reducing or limiting growth of Carbon emissions by type of activity • Number of businesses advised on low carbon issues
--	---	---

<p>Digital Enabled Sefton</p> <p>Creation of a Sefton digital plan, encompassing and harnessing the benefits of improved digital infrastructure, maximising and building upon the Sefton digital strategy, connecting people and places.</p> <p>Supporting and influencing the delivery of the Liverpool City Region Digital Connectivity Programme</p> <p>Ensuring maximum benefit is realised from the opportunity of having Global Organisations located with the Local Authority who land their Transatlantic cables on Southport beach and are based on Southport Business Park</p> <p>Using digital to create better connected town centres.</p> <p>To create and deliver transformative economic growth, by deploying and exploiting the best possible – digital thinking and practical application for and across Sefton</p>	<p>Sefton Digital Strategy & Action Plan Liverpool City Region Digital Connectivity Programme</p> <p>Development of Sefton Digital Infrastructure Strategy, including the forward-thinking development and application of “Dig Once” policies.</p> <p>Digital co-working hubs and incubator/accelerator space.</p>	<p>Businesses</p> <ul style="list-style-type: none"> • Business formation • Business growth • New community/social enterprises generated • New business space (sq m) <p>Productivity</p> <ul style="list-style-type: none"> • Generating and growing higher productivity businesses and jobs – both larger employers and SMEs. • New jobs created/safeguarded <p>Infrastructure</p> <ul style="list-style-type: none"> • Availability of the best high-speed broadband • No. of businesses accessing high speed broadband
<p>Housing</p> <p>Supporting private sector investors to deliver key employment and housing sites (particularly unviable brownfield sites) across the borough.</p> <p>Improve the quality and range of new housing on offer across the borough</p>	<p>Develop a pipeline of housing sites, which will be used to shape and direct investment decisions with Government agencies such as Homes England.</p> <p>Sefton’s Local Plan and Housing Strategy’</p> <p>Support housing associations and private developers to invest in delivering new high-quality housing – through new-build or refurbishment of existing premises.</p>	<ul style="list-style-type: none"> • Net new homes built • No. of affordable homes built • No. of construction jobs • No. of apprenticeships created • £ investment • No. of Social Value Developer agreements secured • No. of additional HMO and Selective licenses granted

<p>Sandway Homes delivery (500) high quality new build homes on Council owned sites over the next 5 to 7 years</p> <p>Improve the quality of the private rented sector</p> <p>Achieving greater social value in what we do</p> <p>Accessing external sources of funding to support the delivery of non-viable sites and bring forward delivery of sites</p> <p>Provide independent living for those with specific needs not currently provided for</p> <p>Helping to tackle homelessness</p>	<p>Council owned housing development company - Sandway Homes</p> <p>Private rented sector HMO licensing schemes for landlords in Southport, Waterloo and Bootle</p> <p>Development of Sefton Social Value/Community benefit policy and developer agreements for local job creation and supply chain opportunities</p> <p>Development of a strategy for Extra Care housing in Sefton</p> <p>Sefton Homelessness Strategy</p>	
<p>Transportation & Highway</p> <p>Managing and delivering improvements to key transport and access infrastructure to support growth across Sefton and the wider region and maintaining existing infrastructure</p> <p>Delivering key route network improvements and other transportation projects to support identified opportunities for development and growth including sustainable, low carbon transport use and investment across Sefton.</p> <p>Developing the case for strategic infrastructure funding targeting Sefton's main priorities. Securing resources to help deliver improvements to the key route networks across Sefton in support of its</p>	<p>M58 J1 – new motorway junction</p> <p>North Liverpool Key Corridors</p> <p>A59 Northway/ Dover Road junction.</p> <p>Southport East/West cycle links</p> <p>Maghull to Kirkby cycle links</p> <p>Town centre access and connectivity in Southport Bootle and Crosby.</p> <p>Walking and cycling access to and along the coast.</p> <p>Traffic management, safety and access improvements along the A565, A59, A5038 and A570 corridors.</p> <p>Highways Asset Management Plan</p>	<p>Delivery of Local Plan commitments</p>

<p>economic regeneration aims to improve Sefton’s highway capacity and traffic management along key transport corridors</p> <p>Improvements to the primary north-south routes through Sefton from Southport and Formby into Liverpool and to the motorway network</p> <p>Provision of additional capacity and improved access to and through South Sefton to alleviate congestion generated by new developments along key economic corridors, improving traffic management, road safety and accessibility.</p> <p>Improving access and connectivity within key town centres and coastal visitor gateways</p> <p>Improving public transport provision and quality as well as improved walking and cycling provision across the Borough</p>	<p>Development and delivery of transport investment programme.</p>	<ul style="list-style-type: none"> • Information about transport choices and sustainable travel options is widely available and accessible • People participating in sustainable travel activities, including those with chronic health conditions • No. housing and employment sites enabled through transport schemes • No. of increased cyclists
---	--	---

PAA2 Business Growth & Enterprise

Objectives: To grow the business base through creating and growing new local, private sector and social enterprises; To embrace growth and ambition across the business base and provide more focused intervention to realise potential where it is considered greatest, which include key opportunity sectors and target geographies.

Priority Actions	Current Programmes/Projects	Performance Indicators
<p>Ensure Sefton businesses benefit from the LCR Strategic Investment Funds for Inward Investment; SME Growth, wider access to finance including MSIF, Banks, Angel networks, crowd funding platforms</p> <p>Ensure Sefton is well positioned to maximise the benefits from LCR Growth Company, Local Growth Hubs, extended/replacement European Structural Investment and UK Shared Prosperity funding</p> <p>Focus on building up Sefton's start-up rates and SME growth through a tiered business support offer from lower intensity provision available universally to all business types and higher intensity delivery targeting key opportunity sectors and scalable companies which have the greatest potential for growth</p>	<p>Sefton Growth Hub support to businesses of any size from any sector</p> <p>LCR Scale up support including Strategic Investment Fund(SIF) Small Capital Grant and loan fund</p> <p>Growth Platform/LCR Growth Funds for SMEs and Inward Investors</p> <p>Managed referral to ERDF business growth projects and Commercial providers</p> <p>Managed referral to ERDF Enterprise Hub support to business start -ups and firms less than three years old</p> <p>Business Clinics and start up events support</p> <p>ERDF New Markets for assistance into new products, services and business markets including subsidised commercial support</p> <p>ESF Ways to Work employment support for businesses recruiting in Sefton</p>	<p>Businesses</p> <ul style="list-style-type: none"> • Business formation • Business growth • No. of businesses assisted with diagnostic & brokerage support • Existing business brokered into external growth services (public & private) • Social enterprises assisted to start/grow <p>Productivity</p> <ul style="list-style-type: none"> • Generating and growing higher productivity businesses and jobs – both larger employers and SMEs. <p>Jobs</p> <ul style="list-style-type: none"> • New jobs created/safeguarded <p>Environment</p> <ul style="list-style-type: none"> • Number of businesses advised on low carbon issues

<p>Promoting a cultural change in attitude to enterprise, innovation and leadership which starts in school and inspires and enthuses young people to be ambitious and optimistic about the future</p> <p>Business engagement & Business Friendly Sefton</p> <p>Make it easier to do business in Sefton through a 'business friendly' approach across the Council's business facing and regulatory services which provide a more professional "front door".</p> <p>Use Sefton Economic Forum as the premier business engagement and consultation model to deliver one to many support to Sefton businesses and stakeholders</p> <p>Aligning business growth and investment activities with the key regeneration programmes in Sefton's Framework for Change</p> <p>Continue building relationships with key business membership organisations such as Liverpool & Sefton Chambers of Commerce, Federation of Small Businesses and Southport BID to help align engagement activities in Sefton and ensure the views of businesses are fully represented.</p>	<p>Elevate-Education Business Partnership</p> <p>Sefton Growth Hub and Business Friendly Sefton group</p> <p>InvestSefton outward engagement</p> <ul style="list-style-type: none"> • Annual Sefton Economic Forum events • Business Clinics (Atkinson Southport) • Formby Pool enterprise clinic via Enterprise Hub • Sector networks- Professional Sefton • Demand led business events-InvestSefton <p>Sefton 2030 and Growth and strategic investment Programme activities</p> <p>Sefton Marketplace for Chamber, partners and business support organisations at Sefton Economic Forum</p> <p>Business Consultation</p>	<p>Businesses</p> <ul style="list-style-type: none"> • Business formation • Business growth • No. of businesses assisted with diagnostic & brokerage support • Existing business brokered into external growth services (public & private) • Social enterprises assisted to start/grow
---	---	--

<p>Maximise the benefits of Corporate Social Responsibility (CSR) and Social Value for Sefton jobseekers and residents</p> <p>EU Exit</p> <p>Ensure timely and cohesive support to Sefton businesses on pre-and post- EU Exit activities</p>	<p>Development of Sefton Social Value/Community benefit policy and developer agreements for local job creation and supply chain opportunities</p> <p>EU Exit support to businesses including LCR EU Exit Resilience fund (Strategic Investment Fund-SIF)</p>	<ul style="list-style-type: none"> No. of business assisted on EU Exit related issues and activities
---	--	---

PAA3. Inward Investment

Objectives: To secure new inward investment targeting higher productive sectors

Priority Actions	Current Programmes/Projects	Performance Indicators
<p>Attracting new inward investment</p> <p>Ensure Sefton maximises the benefit of planned future UK Government, European/post EU Exit business growth, inward investment programmes.</p> <p>Present a compelling investment proposition, linked to the LCR offer and showcasing the opportunity which exists in Sefton, including Labour Market Intelligence, availability of sites and premises, supply chain activity, business support.</p> <p>Raise awareness of investors to spatial opportunities which the area development frameworks and investment strategies in our strategic road corridors, Southport, Bootle Town Centre and Crosby help to support.</p> <p>Embed existing Sefton companies and investors with HQ functions located elsewhere by developing strong relationships, and bespoke</p>	<p>ERDF Place Marketing for Investment</p> <p>LCR Growth Platform</p> <p>LCR Inward Investment Facilitation Fund</p> <p>Place Marketing Strategy for Sefton</p> <p>Key site/sector propositions for inward investment</p> <p>Growth Platform Key Account Management Programme</p>	<p>Investment</p> <ul style="list-style-type: none"> £ new capital investment No. of investment projects £ new funding secured £ new business rates No. of new jobs created/safeguarded

<p>solutions to ensure their needs are being met in the borough.</p> <p>Maximise local employment opportunities from new investment by encouraging investing businesses to demonstrate social value and corporate social responsibility through the pursuit of direct dialogue focused on local employment, training and supply chain gain.</p> <p>Key Sector development</p> <p>Support the diversification of Sefton’s economy with a focus on key opportunity sectors such as Business and Professional Services, Construction and Low Carbon, Digital and Creative, Manufacturing, Port and Maritime, the Visitor Economy, including Arts and Culture and potential Rural economy activities. A strategy to gear up Sefton for the continuing growth of the Health and Care sector will also be a requirement</p>	<p>Development of Sefton Social Value/Community benefit policy and developer agreements for local job creation and supply chain opportunities</p> <p>LCR Growth Sector Boards & sub-groups for Advanced Manufacturing; Low Carbon; Visitor Economy; SuperPort; Professional & Business Services; Digital & Creative; Health & Life Sciences; Innovation</p> <p>LCR Internationalisation Programme - Delivery of Export promotion in Sefton</p> <p>Centre of Excellence for Mental health</p> <p>Sefton Coast Gateways</p> <p>Digital and Creative Hubs</p> <p>LCR Digital Infrastructure project</p>	<p>Businesses</p> <ul style="list-style-type: none"> • Business formation • Business growth • No. of businesses assisted in key sectors • Existing business brokered into external growth services (public & private) e.g. Liverpool Chamber Export services; Department of International Trade <p>Productivity</p> <ul style="list-style-type: none"> • Generating and growing higher productivity businesses and jobs – both larger employers and SMEs.
--	--	--

PAA4. Education & Employment

Objectives:

- Sefton Council and its partners and stakeholders need to invest in the borough's future talent pool to ensure young people get a good start in life and can access sustainable employment opportunities offering progression pathways to higher levels of pay and job satisfaction.
- Education-industry engagement facilitated to match the supply of skills to employer demands, and lifetime learning needs to be embraced to provide opportunities for reskilling and upskilling to meet changing skill need

Priority Actions	Current Programmes/Projects	Performance Indicators
<p>Young people</p> <p>Work across the Council to build a strategic approach to supporting young people to make successful transitions to the world of work.</p> <p>Engage as a borough with LCR and neighbouring assets (such as HE)</p> <p>Ensure that high quality information advice and guidance is available to young people who are NEET or at risk of becoming NEET, especially those who are deemed vulnerable such as SEND, LAC, Care leavers or YOT.</p> <p>Provide targeted support for a cohort of young people from year 9 and up who are at risk of becoming NEET, prioritising vulnerable groups</p> <p>Maintain an effective tracking/destination monitoring service on NEET young people and ensure statutory duties for information collation and reporting are undertaken</p>	<p>Appointment of External Contractor (Career Connect Ltd) to deliver refreshed IAG NEET Prevention and Early Intervention Service for Sefton. (Contract runs to June 2022)</p> <p>IAG NEET Prevention and Early Intervention contract monitoring (Career Connect contract)</p> <p>Corporate IAG Stakeholders Group</p> <p>IAG NEET Prevention and Early Intervention contract monitoring</p>	<p>Monthly monitoring data provided via NCCIS detailing:</p> <ul style="list-style-type: none"> • NEET rate for 16 and 17 year olds • Participation rates in learning and work up to age 19 • NEET for key vulnerable groups (ie SEND, LAC, • YOT, EHE, teenage pregnancy, young carers

<p>Economic Tracking: Monitor the impact of local regional and national changes upon the local economy and ensure that all stakeholders and partners are made aware of such changes as they impact upon investment, recruitment demand and the local skills base</p>	<p>Sefton Economic Tracker. Published regularly and disseminated widely</p>	
<p>Sefton@work</p>	<p>LCR Ways to Work Performance and Compliance Group</p>	<p>Employment</p> <ul style="list-style-type: none"> • Increase in Employment rate • Economically Active rates • Average earnings
<p>Deliver high quality person-centred advice and guidance support for residents who are workless or have complex barriers who need assistance in getting into employment and sustaining and progressing in work.</p>	<p>Sefton@work (employer liaison function)</p>	<ul style="list-style-type: none"> • Number of Participants registered for employment support, by key groups including: • Single parents with dependent children; BAME; ill-health /disabilities; People aged over 50; Young people aged between 16 and 29
<p>Capture vacancies and maintain a direct support offer to employers who seek to recruit and retain a skilled local workforce including HR support</p>	<p>Sefton@work (job brokerage and placement function)</p>	<ul style="list-style-type: none"> • Unemployed participants into employment or self-employment
<p>Deliver a programme of wage subsidy and Intermediate labour market opportunities to provide a bridge to employment for key groups,</p>	<p>LCR Apprenticeship Hub</p>	<ul style="list-style-type: none"> • Economically inactive participants into employment
<p>Promote apprenticeships, traineeships and jobs with training within the local labour market, especially with smaller employers</p>	<p>LCR Wealth and Wellbeing Programme</p>	<ul style="list-style-type: none"> • No. of vacancies captured and employers engaged
<p>Work with employers, DWP and Public Health to improve the quality of employment opportunities available to Sefton residents</p>	<p>LCR Employment & Skills Board, LA Employment Officers groups</p>	<ul style="list-style-type: none"> • Sefton Council’s in-house apprenticeship levy strategy & delivery
<p>Work closely with the Combined Authority to ensure Sefton employers and providers are aware of potential employment growth areas in business and professional services, construction and low carbon, digital and creative,</p>	<p>Sefton@work focus groups and stakeholder networks</p> <p>Referrals from InvestSefton team</p> <p>LCR Economic Inactivity</p>	

<p>manufacturing, port and maritime, the visitor economy, including arts and culture and health/social care and potential rural economy activities.</p> <p>Deliver personalised employability support and Community learning aligned with the Council’s early help offer within Localities</p> <p>Collaborate with LCR to host the Household into Work project within Sefton alongside local employment support through Sefton@work</p> <p>Deliver a diverse and high-quality programme of adult learning aimed at residents who require entry level learning that helps them improve their prospects, improve their health and move towards the labour market</p> <p>Deliver community learning provision that meets the LCR objectives under the devolved Adult Education Budget</p> <p>Impact upon the Borough’s basic skills and digital skills deficits through targeted provision accessible across the Borough</p> <p>Deliver a specialised placement service for residents recovering from mental health conditions and promote better co-ordination between relevant partners</p> <p>Maximise outcomes for residents through closer collaboration between Sefton@work, Sefton Adult Community Learning and contracted providers for IAG and Mental health employment support</p>	<p>Business Case to Government and Mayoral pledge on devolved powers for employment and skills</p> <p>Employment & Learning Service offer developed with Early Help</p> <p>Households Into Work Service Level Agreement with Sefton MBC</p> <p>LCR Devolved AEB Grant Offer Compliance with Ofsted Inspection framework for adult community learning</p> <p>SACL Governors</p> <p>LCR AEB Provider Forum</p> <p>LCR Test and Learn pilots on Basic skills and business Ready digital skills</p> <p>Individual Placement and Support Service Contract delivered on behalf of Sefton MBC by Imagine Independence Ltd</p> <p>Sefton Social Value Policy implementation</p> <p>Intelligence sharing with Regeneration team, Invest Sefton and Growth Board and Planning department</p>	<p>Households</p> <ul style="list-style-type: none"> • No. households supported in Sefton • % into jobs or other positive outcomes <p>Learning</p> <ul style="list-style-type: none"> • Regular Funding submissions and Individualised Learner Returns to ESFA and LCR • Learner Progression data and Feedback on learner experience • No of Sefton residents into community learning or qualifications per year • EDIMS data on diversity of learners • No. of referrals for IPSS service per year • No. participants per year moving into employment • No. of referrals from Council Procurement producing employer engagement/local recruitment and training plans • S106/CIL agreements sought through Planning process • Social Value Local Recruitment and Training Plan
---	--	---

PAA5 Reconfiguring public services

Objectives: To build a critical mass of self-sustaining community-led enterprises delivering services and managing community assets in Sefton, which are creating jobs and bringing new social investment to the borough.

Priority Actions	Current Programmes/ Projects	Performance Indicators
<p>Support the development and growth of new, sustainable local community businesses</p> <p>Identify assets for future community management and ownership; Build community capacity</p> <p>Support the development of public enterprise and Council spin-outs</p> <p>Review of opportunities and partners to further expand role of communities in management of local assets.</p> <p>Development of sustainable Community Assets</p>	<p>European Structural Investment Fund projects in Sefton</p> <p>Social enterprise creation through local community assets</p> <p>Sefton Social Value/Community benefit policy and developer agreements for local job creation and supply chain opportunities</p>	<p>Businesses</p> <ul style="list-style-type: none"> • Growth of community led enterprises • No. of jobs created • New community/social enterprises generated • Existing business benefiting from external growth services (public & private) • No. of Council owned assets converted to community management

PAA6 Generating new finance

Objectives: To generate new sources of income and external resources to invest in Sefton, and ensure that these resources are sustained in the long-term.

Priority Actions	Current Programmes/ Projects	Performance Indicators
<p>Exploring and developing new partnerships with the private sector</p> <p>Maximising the potential of existing assets to deliver on the Council's ambitions for economic growth including exploring new ways of working in partnership and opportunities for commercial development utilising council assets.</p> <p>Selective investment in commercial opportunities which could realise a return to the Council and/or have wider regeneration impacts.</p> <p>Explore opportunities for investment in new Council owned commercial assets and investment vehicles.</p> <p>Identifying specific interventions to address constraints to investment and growth</p> <p>Securing external funding resources and investment opportunities that can help address barriers and deliver the Council's ambitions for targeted growth and investment across the borough</p> <p>Developing new partnerships with the private sector and other local and city region stakeholders to help deliver investment priorities</p>	<p>Economic Growth Programme-Strategic Investment</p> <p>Southport BID</p> <p>Extended/Replacement ESIF Business support & employment programmes</p> <p>LCR CA Single Investment Funds (SIF) to support growth project and activities</p> <p>Town centre funding eg Future High Streets Fund/ Stronger Towns Fund/ Townscape Heritage Initiatives funding/Heritage funding/Heritage Action zones</p> <p>Town Centre Commission</p>	<p>External Value</p> <ul style="list-style-type: none"> • £Value of funds raised • £Value of private sector funds leveraged

<p>Delivery of crowd funding programme to support community initiatives</p>	<p>Sefton Crowd funding programme</p>	<ul style="list-style-type: none"> • No. of backers for successful projects • £ raised by successful projects • Total CTF contribution to successful projects • Total Partner Foundation contributions to successful projects • Total "other Crowd" contributions to successful projects
---	---------------------------------------	---

<p>PAA7 Promoting Sefton Objectives: To change internal and external perceptions of Sefton so that the borough's strengths, qualities and ambitions are increasingly recognised and there is a shift away from any negative perceptions.</p>		
Priority Actions	Current Programmes/ Projects	Performance Indicators
<p>Establish Sefton as an excellent place to do business; Place Marketing and publicity of key investment and development opportunities across Sefton</p> <p>Repositioning and repurposing Sefton's town centres to support their communities and capitalise on their key opportunities for economic growth across the borough and across the wider region.</p> <p>Using the Council's influence with public and private sector partners to ensure that the key messages about Sefton's strengths and ambitions are consistently understood and used in their promotional activity. eg LCRLEP/Growth Company/ LCR CA</p> <p>Working with the Liverpool City Region Destination Management Organisation to ensure Sefton is clearly positioned in the LCR's visitor economy strategy and destination management plan.</p>	<p>Place Marketing Strategy for Sefton</p> <p>ERDF Place Marketing for Investment Project</p> <p>Sefton Hotel & Visitor Economy Strategy</p> <p>Town centre investment strategies for Crosby, Bootle and Southport</p> <p>Support LCR ERDF Place Marketing events and activities to help promote Sefton to national and international markets</p>	<ul style="list-style-type: none"> • No. of new inward investment projects • No. of expansion projects of existing business base • No. of jobs created/safeguarded • £ of capital investment made • £ value of press coverage • Visitor Numbers • Staying visitors • Economic Impact • Total Visitor Economy Employment • No. of net new hotel beds created



Sefton Economic Strategy Action Plan

December 2019

