

**Sefton Borough Partnership**

# **Sefton Economic Strategy 2012-22**

**Economy & Tourism  
Department of Built Environment  
Sefton MBC**

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**Sefton Council** 

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## **A Vision for Sefton**

“An economy that connects Sefton to the City Region and beyond, in which businesses, employees, jobseekers and working age adults receive the help they need, and the benefits of growth are maximised for the people and places of the Borough”

## **Sefton in 2022**

North West Europe’s Atlantic-facing deep-sea container port at Seaforth, with a complex of portside distribution and value-added industries servicing the north of England – the “Port of the North”.

Increasingly self-sufficient in renewable energy from on and off-shore wind, and biomass. New commercial and residential buildings energy efficient to the highest standards, and economic growth increasingly decoupled from carbon emissions.

Southport’s resurgence as the quality destination for conference delegates, all-year short breaks, golf and natural coast visitors, with a national showcase in the relaunched Cultural Centre

Ubiquitous superfast broadband for global communications to support knowledge-based growth.

More businesses, more new businesses, more exporters, more owners and managers at ease with innovation and upskilling. Inward investment is captured, and local supply chains built around the city region’s principle economic drivers.

Opportunities for local people and suppliers are comprehensively captured from all investments, developments, business start-ups and expansions. The local employment and training system is strong, flexible and highly integrated into business, education, training and employment decision-making.

Those furthest from the labour market are accessing training and employment opportunities, and workforce skills match modern requirements. Economic deprivation is diminished and there are fewer households with children in poverty

## 1. Foreword

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- 1.1 This is the first economic strategy for Sefton in more than 10 years. It is intended to join up and steer the work of all our partners as we strive to improve the long-term prospects of our economy, our businesses and our communities.
- 1.2 Sefton's economic prosperity will not happen in isolation. We need to work closely with our neighbours and across the Liverpool City Region to nurture growth at a difficult time, and to ensure Sefton's nationally significant strengths are recognised. We will continue to support the Liverpool City Region Local Enterprise Partnership (LCRLEP) and the City Region Cabinet.
- 1.3 Sefton's core strength is its "river economy". The Economic Strategy is based on our unique coastal assets. They include an internationally renowned visitor destination at Southport, the appeal of the natural coast at Crosby, Formby & Ainsdale, and the "working" coast represented by the Port of Liverpool at Seaforth and Bootle.
- 1.4 We intend to apply these strengths to our weaknesses, which include a legacy of social and economic deprivation, and concentrations of severe poverty, dereliction and poor housing. This strategy will support people into work where they can come off benefit, pay taxes, learn skills, and give businesses what they need to succeed – a real "Invest to Save" strategy.
- 1.5 Creating the conditions to improve our infrastructure and enable growth is a real challenge in an environment of restricted public sector funding. Therefore to deliver the objectives set out in this strategy we will need to develop local investment solutions that engage with private sector investors and bring forward new methods of delivery.
- 1.6 Finally I welcome proposals for an improved economic partnership aimed at strengthening the participation of the business community, adding value to an already successful Sefton Economic Forum.

*Signature*

**Ian Maher**

Cabinet Member – Regeneration & Housing  
Sefton Council

## 2. Introduction

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- 2.1 The Sefton Economic Strategy has been prepared by Sefton Council on behalf of Sefton Borough Partnership. It is a major statement of policy that will guide the borough's development in the next 10 years.
- 2.3 It is a timely response to the recession of 2008-10 as well as a statement of Sefton's long-term assets and opportunities.
- 2.4 Our starting position is relatively strong. On all measures, Sefton is a relatively prosperous borough:
- Gross Value Added (GVA) of £3.2 billion per year
  - 122,300 residents in employment
  - 27% of the population is qualified to level 4 or above
  - Low cost base, with gross full-time pay 88% of the national average, and low edge-of-city rentals
- 2.5 With excellent communications north-south, to Liverpool City Centre and to the M57/M58, Sefton is the location of choice for many household names including Allied Bakeries, Experian, Fujitsu, Peel Ports, Santander and Shop Direct.
- 2.6 Southport is a national and international visitor destination attracting over 8 million visits per year for short breaks, conferences, golf and to the natural coast.
- 2.7 The east bank operations of the Port of Liverpool attract over 700,000 TEUs of freight each year, and Liverpool is the UK's leading gateway for imports of grain and animal feed, for the export of recycled metal and the movement of freight between Britain and Ireland.



The City Region

Section 3 – explains why we need a Strategy now, and what it aims to achieve.

Section 4 – sets Sefton in its city region and national context and introduces key policy drivers.

Section 5 – introduces the evidence base (drawn from a large body of work generated by the Sefton Economic Assessment).

Section 6 – explains the vision and strategic objectives, and what is innovative about the Strategy.

Section 7 – introduces the key economic drivers which will sustain Sefton’s re-emergence as a prosperous and dynamic borough in the next decade.

Section 8 – sets out proposals for decision-making and accountability around the economy.

Section 9 – translates the strategy into action, with further detail on implementation and resources.

Section 10 – summarises the whole Strategy and makes the links between issues, actions, outcomes and partners.

The Sefton Economic Assessment is available online at <http://www.sefton.gov.uk/default.aspx?page=11231>

### 3. Why Do We Need a Strategy?

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- 3.1 Sefton's Economic Strategy seeks to address today's two great realities: the local impact of **recession**, and the long-term **performance gap** between Merseyside and the rest of the country.
- 3.2 We need action now because following the global recession 2008-10, the recovery in Europe and the UK has been slow.
- 3.3 The main factors acting on the recovery include:
- continuing decline in real wage growth, resulting in decline in consumer demand and consumer confidence
  - an uncertain labour market, which feeds through to weaker consumer confidence and consumption
  - relatively high rates of inflation and in particular high and rising commodity prices, though this is offset to some extent by relatively low growth of labour costs
  - a weakening global economic position, in particular the UK's key export markets of the euro area, wider Europe and the US;
  - volatility and weakness in financial markets
  - low returns on saving.
- 3.4 In fact, between 2007 and 2011, annual average gross earnings for full-time resident workers in the UK actually declined in real terms by 5.9% - and in Sefton they fell by 13%, the 20<sup>th</sup> worst performance of any local authority in the UK.
- 3.5 This points towards the second reason for action now – that different parts of the country have reacted differently to the recession, depending on their prior strengths and weaknesses. The recession began “late” on Merseyside because of the prior investment in the city region and city centre that stimulated a resurgence in jobs and prosperity. This in turn reflected twenty years of regional regeneration. Yet the recovery remains fragile, and Merseyside's underlying economic weaknesses are far from being solved. We will need to tailor national responses to performance to the specific circumstances of Sefton and the Liverpool City Region.
- 3.6 Of course, neither the Council, the Sefton Borough Partnership nor the Local Enterprise Partnership can tackle the recession on their own. And neither can they cancel out long-standing imbalances between the South East and the rest of the country, which underlies the current crisis and complicates the recovery.
- 3.7 With our partners, however, and in the context of the government's national Plan for Growth, we can begin to address the **overriding fundamental issues for Sefton – which are to mitigate the local impact of the recession, strive to narrow the**



**performance gap with the UK, and capitalise on new growth sector opportunities.**  
Jobs and prosperity is everyone's business.

3.8 If action is to be bold, coherent and cost effective, it requires a broad input across a whole range of agencies and organisations. The Council has a community leadership role in bringing those partners together. The Economic Strategy for Sefton will rest for its success on the participation of

- UK Trade & Industry
- Manufacturing Advisory Service
- Carbon Trust
- Business Innovation & Science
- Skills Funding Agency
- Homes & Communities Agency
- Jobcentre Plus
- Connexions
- Schools
- Further and Higher Education Institutions
- Southport Tourism Business Network Alliance
- South Sefton Development Trust
- Liverpool City Region Local Enterprise Partnership
- Merseytravel
- Merseyside Police
- NHS Sefton
- Sefton Chamber of Commerce & Industry
- Federation of Small Businesses
- Social Enterprise Network
- Social Enterprise North West
- Sefton CVS
- Sefton Council
- Construction sector
- Registered Social Landlords

... and many of the 8,000 private businesses and social enterprises that trade and invest in the borough.

3.9 There is increasing awareness across the Sefton Borough Partnership that its core ambitions for social, environmental and personal well-being rest on the availability of work and skills. The net of skill providers ranging from Schools to Further and Higher Education are crucial in helping to shape the existing and future labour force with the skills required by businesses to grow productivity and investment

3.10 If individuals and families are in work then they have a greater likelihood of

- a better quality of life
- higher household incomes
- being able to access work-related training and skills
- more housing choice
- reduced offending behaviour
- securing health gains such as higher life expectancy and lower rates of mortality and morbidity
- greater social mobility

3.11 For example, a work-focussed approach to tackling troubled families diverts family members from high-cost services, and results in reduced welfare payments and

higher tax income. In fact, the costs of inaction can be higher than the costs of early intervention and support.

- 3.12 The reality is that prosperity provides the material basis for community well-being. By stimulating investment, exports, innovation, skills and enterprise, we make it more possible for individuals, families and neighbourhoods to flourish and thrive.

The time for action is now.

## 4. The Wider Context

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### 4.1 National policy

4.1.1 The Coalition government has acknowledged that the UK economy was too reliant on debt-fuelled consumption and asset-price speculation during the 1990s and early 2000s (HM Treasury/BIS, *The Path to Strong, Sustainable Growth*, 2010).

4.1.2 This was a factor in producing an unbalanced economy leading to overheating in London and the South east of England, and regions of the UK, including Merseyside and Sefton in particular, over-dependent on public sector jobs (BIS, *Local Growth: Realising Every Place's Potential*, 2010).

4.1.3 The pre-recession boom also led to the over-consumption of natural resources and fossil fuel in the developed economies of the West. The recession has slowed the rate of increase in carbon emissions but it is important that the resumption of growth does not repeat this experience. Future investment must de-carbonise the economy (BIS, *Enabling the Transition to a Green Economy*, 2011).

4.1.4 There is renewed interest in the “real economy”, especially advanced manufacturing, and including both production and the broader range of aftersales service and support. The Manufacturing industry provides good opportunities to increase productivity, which is a foundation of long-term competitiveness; it can also become an important source of export income. The government has announced a series of Technology Innovation Centres at the heart of new regional “growth hubs”, as well as increased funding for the (outsourced) Manufacturing Advisory Service (BIS, *Growth Review for Advanced Manufacturing*, November 2010).

4.1.5 The Low Carbon Economy - In the future four national policy priorities and funding associated with this are expected to dominate attention, if the UK's energy infrastructure is to be replaced in the long term:

- Energy efficiency across the domestic, commercial, public and industrial sectors
- Decarbonisation, ensuring uninterrupted supply of electricity generation through renewables, nuclear and carbon capture and storage (CCS)
- Low carbon transport, including the introduction of electric vehicles and other alternative fuels
- Carbon neutral building, particularly the way in which space is heated

4.1.6 Welfare Reform - The Coalition is committed to reassessing all current Incapacity Benefit (IB) claimants and migrating them onto Employment and Support Allowance (ESA) or Jobseekers Allowance (JSA). This Work Capability Assessment, is being undertaken by a private company on behalf of the Department for Work and Pensions. Depending on the outcome of the assessment, claimants are migrated onto three possible benefits:

- JSA – claimants must look for work
- ESA (Work Related Activity Group) – claimants must undertake work related activity
- ESA (Support Group) – claimants will continue to receive benefits and not are required to look for work

4.1.7 The timetable for all IB claimants to have been reassessed is by 2014.

4.1.8 The Welfare Reform Bill (2011) introduces the Universal Credit, which will restructure the benefits system, to create one single income-replacement benefit for working age adults. This will bring together the current system of means-tested out of work benefits, Tax Credits and support for housing. It will be introduced in October 2013, with a phased roll out over four years.

4.1.9 The overall state of the jobs market will remain a fundamental factor in how successful these reforms are in moving more people into work.

## **4.2 Regional policy**

4.2.1 The regional economic development apparatus has been dismantled. Therefore the Regional Economic Strategy, Regional Spatial Strategy, Regional Transport Strategy and the Regional Housing Strategy are no longer key reference points.

4.2.2 However, the framework introduced to guide European Structural Funds into the North West remains a key link in the chain connecting Brussels, Whitehall and Town Hall. The current North West Operational Programme runs to 2013, within this programme, European funding is ringfenced for Merseyside. There will be a successor programme for the period 20014-20, and as a “transition” region, Merseyside will again be eligible for ringfenced funding – one of the few dependable and long-term sources of finance available to Sefton.

## **4.3 City Region policy**

4.3.1 The government’s preferred means of city region development is the Liverpool City Region Local Enterprise Partnership (LCRLEP), which is private-sector led. Liverpool City Region’s LEP was established in late 2010, and the partnership covers the boroughs of Halton, Sefton, Knowsley, Liverpool, St. Helens and Wirral – an economic area that people recognise, with a population of 1.5 million and 49,000 businesses.

4.3.2 In June 2011 the LCRLEP Board led by its Chair Robert Hough issued an Economic Strategy, with the objectives of growth, productivity and re-balancing the economy. The Strategy commits to creating a thriving international city region, based upon global trade, science & innovation, manufacturing and tourism.

- 4.3.3 The plan includes major opportunities to create economic growth and jobs within the private sector through “step change” projects. It also emphasises the importance of business start-up, support for small firms and accelerated business development.
- 4.3.6 Other parts of city region machinery (including the series of Boards reporting to the LCR Cabinet of elected Council leaders) are under review and may change.
- 4.3.7 Of the current LCR Boards, the LCRLEP has agreed that the business-led Liverpool City Region Employment and Skills Board (ESB) should be responsible for the implementation of the City Region’s Employment and Skills Strategy. The Board was established to prepare this Strategy, and to ensure higher-level strategic and cross-boundary priorities could be addressed through a collaboration of local authorities, skills funders, Jobcentre Plus and Further and Higher Education.
- 4.3.8 The Employment & Skills Board sponsored a city regional Child Poverty Needs Assessment, under the Child Poverty Act (March 2010), followed by an LCR Child & Family Poverty Strategy. This provides an important bridge between work and family cohesion, brought into focus after the riots of summer 2011 and the Prime Minister’s promise to reach the 120,000 most troubled families in the country.
- 4.3.9 The LCRLEP, has launched a Sustainable Energy Action Plan (SEAP). The SEAP introduces a single co-ordinated programme to place LCR at the forefront of the transition to a resilient low carbon economy. It will provide a coordinated City Region response to the carbon reduction challenge.
- 4.3.10 The LCRLEP have also supported the LCR local authority Business and Economy Liaison Group.
- 4.3.10 Transport policies and investments are managed through the Merseyside Transport Partnership. The third Merseyside Local Transport Plan provides a long term transport strategy and short term implementation plan in accordance with the Government’s requirements for transport planning and guides the Sefton Implementation Programme.

#### **4.4 Local Policy**

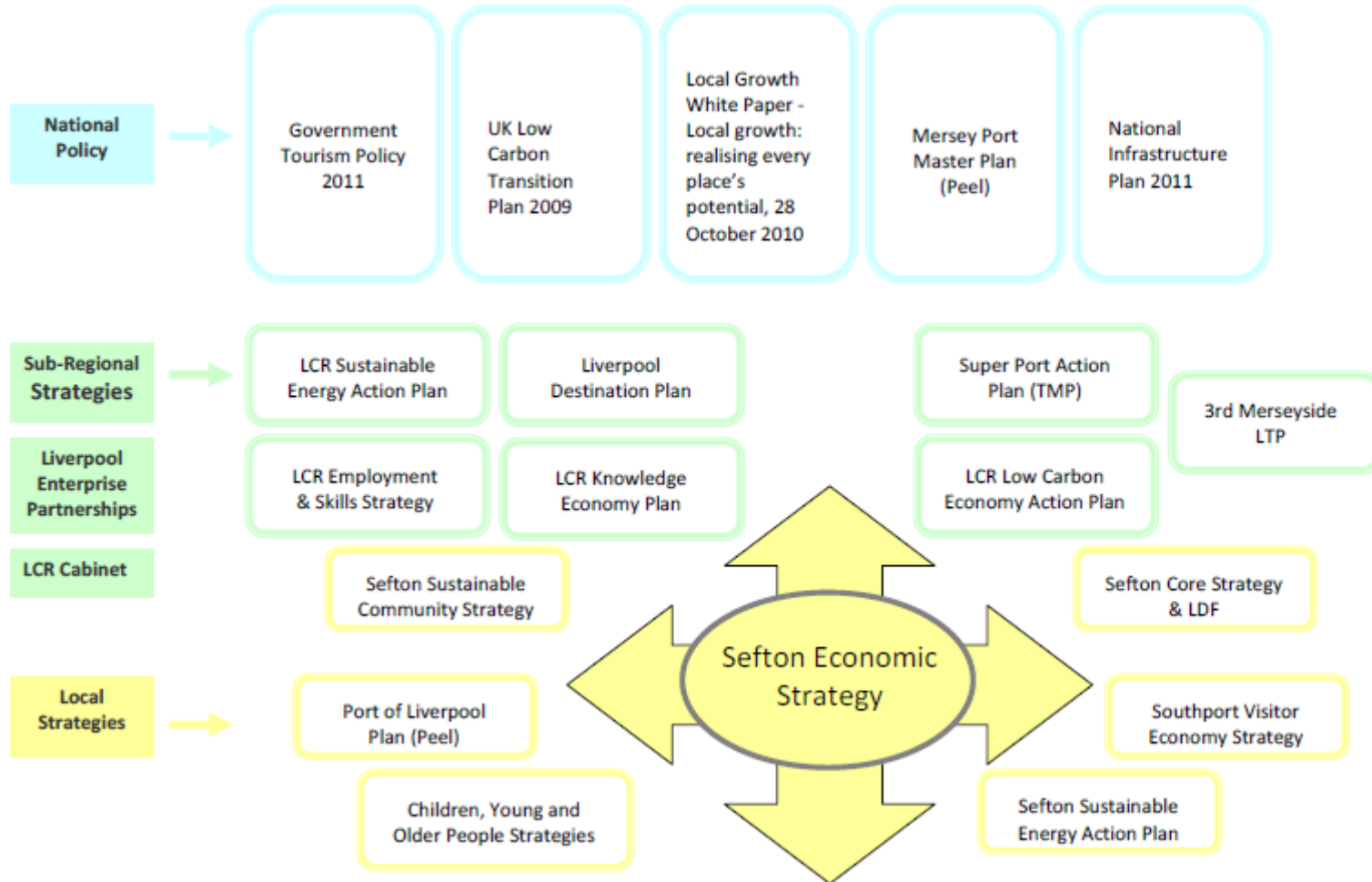
- 4.4.1 The Local Plan - is a statutory requirement that will help shape how our towns and villages, coast and countryside, will look in the years ahead. The plan period will be 15 years post its adoption. The earliest the Core Strategy can be adopted is 2014. It sets out priorities for investment and helps make decisions on planning applications. Whichever core strategy option or variation is chosen, will have a bearing on the borough’s population size, number of households, employment and housing land requirements and local labour supply.

- 4.4.2 The Sefton Integrated Investment Strategy (SIIS), April 2009 - was a response to the desire from the Sefton Borough Partnership and the Council for a more integrated approach to delivering regeneration than had occurred in the past. The SIIS demonstrated how this principle could be put into practice. It aimed to maximise the impact of investment and ensure that funding from a number of sources is used in a complementary manner to generate critical mass of development and impact. As part of these proposals Sefton considered the use of a local asset backed vehicle (LABV) as an investment mechanism. Due to the demise of the Regional Development Agency and changes to the funding of the Homes and Communities Agency it was not pursued at that time. In pursuing enabling actions to unlock investment, this approach will be refreshed with the aim of improving our infrastructure and to enable growth in an environment of restricted public sector funding.
- 4.4.3 The Sefton Sustainable Energy Action Plan (SEAP) – is being prepared following the publication of the Liverpool City Region SEAP (2012). The SEAP for Sefton will identify Sefton’s priorities for both domestic and non-domestic energy efficiency and sustainable energy generation. It will integrate energy into a portfolio of linked low carbon projects that will result in a phased and manageable investment prospectus capable of attracting funding from the private sector and procuring public resources (including the post-2014 European Funds) for both commercial and non-commercial activity.
- 4.4.5 The Children and Young People’s Plan (2006-2011) - is a requirement of every Local Authority in England and the priorities in the plan must be agreed with partner agencies. The Plan is the key strategic document for Authorities and partners in setting out how services will improve for local children, young people, parents and carers. The plan is a ‘living’ document which is reviewed regularly; the latest refresh was for 2009-2010. The Plan is based on the Children’s Trust arrangements:
- Vision and values
  - Closer integration of services
  - Integrated processes
  - Joint planning and commissioning
  - Governance
- 4.4.6 The Plan also looks at area working, standards, and priorities, many of which have been developed from comments and suggestions from children and young people.
- 4.4.7 The Sefton Strategy for Older Citizens - was written for the over 50 population of Sefton. It was launched by the Sefton Partnership for Older Citizens (SPOC) in 2010. The aim of the strategy is to give older people and all partner organisations, in Sefton the opportunity to work together in shaping the future of Sefton by challenging stereotypes and improving lives.
- 4.4.8 The strategy has six outcomes which it is striving to achieve:

- 1) Strengthen the financial security of our older people
- 2) Improve customer service quality and consistency
- 3) Join up health and well-being services
- 4) Improve a sense of personal safety and social connection
- 5) Improve communications, participation and engagement
- 6) Raise the profile of older peoples contribution and value

**This wider policy context for the Sefton Economic Strategy, is illustrated by the policy context diagram (below).**

### Sefton Economic Strategy Policy Framework





## 5. Economic Evidence

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### 5.1 Introduction

5.1.1 A Local Economic Assessment and a survey of 800 businesses were carried out for Sefton in 2011. A fuller version of the Assessment can be found in Appendix 1. This section sets out key issues and opportunities revealed through analysis and a wider consultation on the Assessment.

### 5.2 Key issues – population change

5.2.1 Sefton has a resident population of 273,000. The population has declined by 7% since 1992 while the UK population grew by 7% during the same time period. However, due to a number of demographic trends, including an aging population and smaller household sizes—the number of households in the Borough (and therefore the number of homes required) is likely to continue to increase.

5.2.2 For the critical age group 20-34 years, Sefton's population decline was 29% compared to 18% in the LCR. Evidence is circumstantial, but consultees have suggested that this is related to students not returning after graduation, in turn linked to a lack of suitable job opportunities/earning potential and housing affordability, at least in some parts of the Borough.

### 5.3 Key issues – The working age population

5.3.1 In March 2011, Sefton had 169,200 residents of working age (16-64). This is 62% of the total population, which is lower than for the LCR and the UK at 64%.

5.3.2 The fall in the working age population between 1992 and 2009 was much greater than for the city region especially in the 20-34 year age group.

5.3.3 36,300 residents of working age are inactive as a consequence of long-term illness, studying, family or other reasons. In addition there are 12,200 who are out of work and seeking work.

5.3.4 A total of 122,300 residents are in work. 46% work in Sefton, 32% in Liverpool and 9% in W. Lancs. Each day about 25,000 workers commute into Liverpool, and about 20,000 residents of Liverpool commute into Sefton. Maghull, Crosby, Formby, Birkdale and Ainsdale are commuter belt settlements that offer a net labour supply to north and south Sefton and to Liverpool. Southport is a town of high self-containment, where some 64% of workers also live in the town – this compares to about 30% in Bootle.

5.3.5 Overall, the jobs filled by workers in Sefton are at a lower occupational level than the UK average, while the Borough 'exports' to Liverpool many residents working in higher level occupations.

#### **5.4 Key issues - Worklessness**

5.4.1 The recession brought about a sharp increase in the number of JSA benefit claimants. Latest Job Seekers Allowance claimant figures for January 2012 show an increase of 3,772 on the 2007 total of 5,261, an increase of almost 72%. This is mainly due to an increase in redundancies and layoffs from businesses, but is also due to welfare reform. The number of claimants on inactive benefits (Incapacity Benefit/Employment Support Allowance, Lone Parents on Income Support) is falling as Fitness for Work testing processes the stock of Incapacity Benefit claims and transfers clients to Jobseekers Allowance. Sheffield Hallam University has forecast this trend will add another 3,000 claimants to the unemployment count over the next three years. The most recent data, May 2011, informs us that the current rate of worklessness is 15.9%, with 26,820 people claiming out of work benefits. The number has increased by 8.3% since 2007.

5.4.2 There are 2,790 young unemployed people (18-24 years), which is starting to feed through into longer-term unemployment – the level of 6-12 months youth unemployment increased by 98% in the last year, compared with 37% for all ages/same duration. (JSA January 2012).

5.4.3 Approximately 6% (December 2010) of the total 16-18 year age cohort are Not in Employment, Education or Training (NEET). This is a downward trend on the previous 3 years.

5.4.4 Sefton has the second highest claimant/vacancy ratio (14.4 claimants for every job Centre Plus vacancy) of any of the LCR districts.

#### **5.5 Key issues – Deprivation**

5.5.1 Deep pockets of deprivation exist in parts of South Sefton and Central Southport (Indices of Multiple Deprivation 2010). Around 28,600 families are in poverty and about half have one or more adults in paid work. 11,550 children in Sefton (or 20% of all children), live in households in poverty.

#### **5.6 Key issues - Businesses**

5.6.1 There are approximately 7,780 active enterprises in Sefton, 20% of the total for the Liverpool City Region. Sefton has a "small firm" economy with 89% employing less than 10 employees. There is a small but dynamic corporate sector, with less than 50 firms in Sefton employing more than 200 employees.

- 5.6.2 The Borough has a good track record on business survival rates because of previous business support interventions. Nevertheless, Sefton has fewer business than would be expected for the size of its population – x compared with x.
- 5.6.3 The main barriers to business growth are access to affordable finance to invest/innovate, increasing market competition and the wider economic climate.
- 5.6.4 Many small businesses look to local markets. 58% of firms reported that Sefton and the Liverpool City Region provided their “main markets”, leaving them dependent upon local demand and prices. Only 4% of firms worked in a “main market” that required shipping goods and services outside the UK.

## **5.7 Key issues – Industrial Structure**

- 5.7.1 Sefton has a predominantly service sector economy, with 89% of employment in producer and consumer services, and 6% in manufacturing.
- 5.7.2 Banking, finance and insurance, distribution, hotels and restaurants account for the largest number of business units in Sefton, whilst public administration, education and health sector hold the greatest share of employment. Some 39% of employment is within the public sector, which compares with just 27% for the UK.
- 5.7.3 Sefton has a relatively high share of jobs in lower productivity (and therefore lower paid) sectors such as public administration, defence, health, distribution, hotels and restaurants: and the productivity of workers in each of these sectors is also slightly below their national counterparts.

## **5.8 Key issues - Performance**

- 5.8.1 There is a widening gap in terms of productivity with the rest of the UK. Gross Value Added (GVA) per head in Sefton is 81% of that for the LCR, a gap which has widened since 2000.
- 5.8.2 Looking ahead, the Economic Assessment quoted post-credit crunch economic forecasts prepared by Cambridge Econometrics in 2010. The UK is expected to return to pre-recession levels of output (the benchmark is 2005) by 2015. Liverpool City Region as a whole will resume 2005 levels of output growth by 2017. However, Sefton is forecast to only reach that benchmark by 2027, implying a further 15 years of restrained growth or stagnation. This forecast is a little implausible, but LCR’s current performance would lend itself to the view that a trend rate of growth will not be resumed until much later in the decade.
- 5.8.3 The Sefton Economic Assessment also includes an appraisal of the principle **opportunities** available to the borough:

## **5.9 Key opportunities – the Port of Liverpool**

- 5.9.1 The east bank of the Port of Liverpool is located within Sefton at Bootle and Seaforth. It combines the port infrastructure of docks and quays with landward storage and forwarding activity.
- 5.9.2 Outside the port estate is a broader Maritime Zone of port-related businesses that make up the Port’s supply chain of logistics and value-added processing.
- 5.9.3 The marine economy includes both the traditional marine industries, such as warehousing, freight forwarding, transport and container handling; and modern investment in energy. Merseyside already supports offshore windfarms at Burbo Bank and North Wales, and is bidding for onshore support to Round 3 windfarms in the Irish Sea. Peel has developed onshore wind in partnership with Eon, and two biomass projects are planned for the Port estate with raw materials shipped in to quayside generation facilities. Plans for a tidal barrage across the Mersey are temporarily stalled but may yet be re-activated.

## **5.10 Key opportunities – Sefton’s Natural Coast**

- 5.10.1 The “natural coast” from Crosby to Southport including Formby and Hightown is the setting for Gormley’s world famous “Another Place” installation. A wooded sand dune system and special habitat of international importance, it attracts visitors from Europe and the rest of the world.
- 5.10.2 Inland, the Leeds-Liverpool Canal is a further water-based asset that connects Maghull, Lydiate and Netherton to Bootle and the north Liverpool docks system.

## **5.11 Key opportunities - Southport**

- 5.11.1 Southport is the premier visitor destination for Merseyside and the North West. Its core retail/leisure offer is at the heart of a cluster of hospitality businesses and their supply chains. The town’s distinctive infrastructure and public domain defines its identity and underpins conference, golf and shopping-led visits from the UK and beyond.
- 5.11.2 First wave investment in the seawall allowed inland development to proceed; second wave development in attractions and the retail offer deepened its attraction to higher-spending, style-seeking visitors; and the third wave of investment during the 2000s focused on events, conferences and customer care. The visitor economy drives a substantial supply chain of local suppliers, manufacturers, growers and professional services.

## **5.12 Key opportunities - Young People**

5.12.1 Opportunities to work together in supporting teachers who are helping to embed enterprise and entrepreneurship in our schools is an area for further development by stakeholders in this Strategy.

### **5.12 Summary**

5.12.1 Sefton has unique river assets, which we take for granted, but in fact confer an enduring locational advantage on the borough.

5.12.2 There is not one “Sefton economy”. Travel-to-work, travel-to-shop and housing market areas all confirm the distinction between a relatively highly self-contained north Sefton market, and a relatively open south Sefton/Liverpool market. Mid-Sefton has a minor economic base of its own but is an attractive residential location and exports its working-age population north and south.

5.12.3 The diversity of the borough – geographic, economic, and demographic – is one of its greatest strengths. Diversity is a natural defence against external shocks and promotes resilience.

## 6. The Strategic Framework

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### 6.1 Challenge and Response

6.1.1 The main policy conclusions we draw from the evidence base are:

- strengthen economic leadership
- strengthen Sefton’s entrepreneurial culture
- increase the number of businesses in line with the size of the population
- increase growth-oriented and outward-facing business with potential to export
- increase productivity generally amongst industries and firms
- focus on manufacturing and in particular more advanced manufacturing, higher end financial and professional services, digital and creative sectors – this includes maximising the potential investment opportunities within the LCR Transformational Sectors (SuperPort, Low Carbon, Visitor Economy, Knowledge Economy).
- close gaps in skills and qualification
- strengthen Sefton’s employment and skills network connecting employers, individuals and enablers
- create the conditions to unlock development in our infrastructure – transport housing, employment land, energy supply, and broadband.

6.1.2 In short, we need to create **more jobs**, and where possible more of those jobs need to have a focus on **higher value activities** in order to drive up the overall wealth and aggregate demand in the economy.

6.1.3 In respect of the key economic growth drivers, it has been possible to estimate the size of the *potential* jobs yield from action in support of the four city region growth drivers - see data for Merseyside below.

Sector	Additional employment	Additional GVA
SuperPort	21,400 (by 2020)	£6.1 million
<i>Of which:</i> Post Panamax River Berth	4,300 (by 2020)	£1.1 million
Visitor Economy	13,000 (by 2020)	£1.1 billion
Low Carbon Economy	12,000 (by 2015)	n/a
Knowledge Economy	55,000 (by 2022)	+15%
Total	101,400	

Source: LCR Low Carbon Economy Action Plan, LCR Knowledge Economy Action Plan, Superport Action Plan, LCR Visitor Economy Action Plan.

- 6.1.4 The *actual* level of benefit depends critically on the overall health and confidence of the economy, and how Merseyside and Sefton are able to capture growth locally. Engagement of and support for business, education and skills providers, investors and developers is critical at all levels. Increasingly the network of providers of education, skills, training and apprenticeships will need to link delivery firmly to economic growth plans of businesses and organisations to help improve productivity and investment.
- 6.1.5 An environmentally feasible economic strategy for Sefton must show that it is reducing carbon per unit of output i.e. we are committed to **green growth**. This requires businesses, residents and public organisations to achieve progressively more demanding targets for reduction of carbon emissions; and for market incentives to guide investment and energy users towards renewable energy sources. Sefton has excellent green credentials and a low starting point in terms of carbon emissions – a low carbon borough is inherently resilient in the face of rising energy prices global warming.
- 6.1.6 The following Strategy Framework acknowledges these challenges in its Vision and five Strategic Objectives.

## 6.2 Vision and Strategic Objectives

### A Vision for Sefton

“An economy that connects Sefton to the City Region and beyond, in which businesses, employees, jobseekers, working age adults and young people receive the help they need, and the benefits of growth are maximised for the people and places of the Borough”

### Sefton in 2022

- North West Europe’s Atlantic-facing deep-sea container port at Seaforth, with a complex of portside distribution and value-added industries servicing the north of England – the “Port of the North”.
- Increasingly self-sufficient in renewable energy from on and off-shore wind, and biomass. New commercial and residential buildings energy efficient to the highest standards, and economic growth increasingly decoupled from carbon emissions.
- Southport’s resurgent as the quality destination for conference delegates, all-year short breaks, Sefton’s golf and ‘natural coast’ offer to visitors, with a national showcase in the relaunched Cultural Centre
- Ubiquitous superfast broadband for global communications to support knowledge-based growth.
- More businesses, more new businesses, more exporters, more owners and managers (with strong leadership and management skills) are at ease with innovation and upskilling and in anticipating future markets, products and services. Inward investment is captured, and local supply chains built around the city region’s principle economic drivers.
- Opportunities for local people and suppliers are comprehensively captured from all investments, developments, business start-ups and expansions. The local employment and training system is strong, flexible and highly integrated in respect of business, education (incl schools, further and higher education), training, and employment decision-making.
- Those furthest from the labour market are accessing training and employment opportunities, and workforce skills match modern requirements. Economic deprivation is diminished and there are fewer households with children in poverty



6.2.1 To achieve this Vision, our 5 Strategic Objectives are:

**1. More new starts to replenish the business population**

- Increase start-up and survival rates
- Promote an enterprise culture

**2. Grow existing businesses and stimulate productivity**

- Avert closures and retain capacity
- Sustain & grow existing businesses
- Acknowledge opportunities in a diverse business base – including the rural economy and social enterprises
- Attract new inward investment

**3. Target traditional and emerging growth sectors**

- Superport – maritime cluster of port-related businesses, port-centric logistics
- Visitor Economy – Southport’s tourism/leisure offer, new public/private partnership
- Knowledge-Intensive Businesses – advanced manufacturing, digital skills & enterprises, financial & professional services
- Low Carbon Economy – retrofitting homes & businesses, low emission transport, sustainable energy generation, offshore wind, local supply chains
- Construction- traditional sector underpinned by potential of growth sectors

**4. Create conditions for growth**

- Strategic Regeneration Frameworks
- Bring forward land for employment and new homes
- Improve access to our employment areas
- Borough wide broadband coverage & energy infrastructures

**5. Increase opportunity and employment:**

- Meet the employment needs of the Economic Strategy
- Strengthen the whole local employment, skills and apprenticeship system
- Integrate supply and demand
- Promote economic inclusion
- Scope stakeholder support for teachers in promoting enterprise in schools

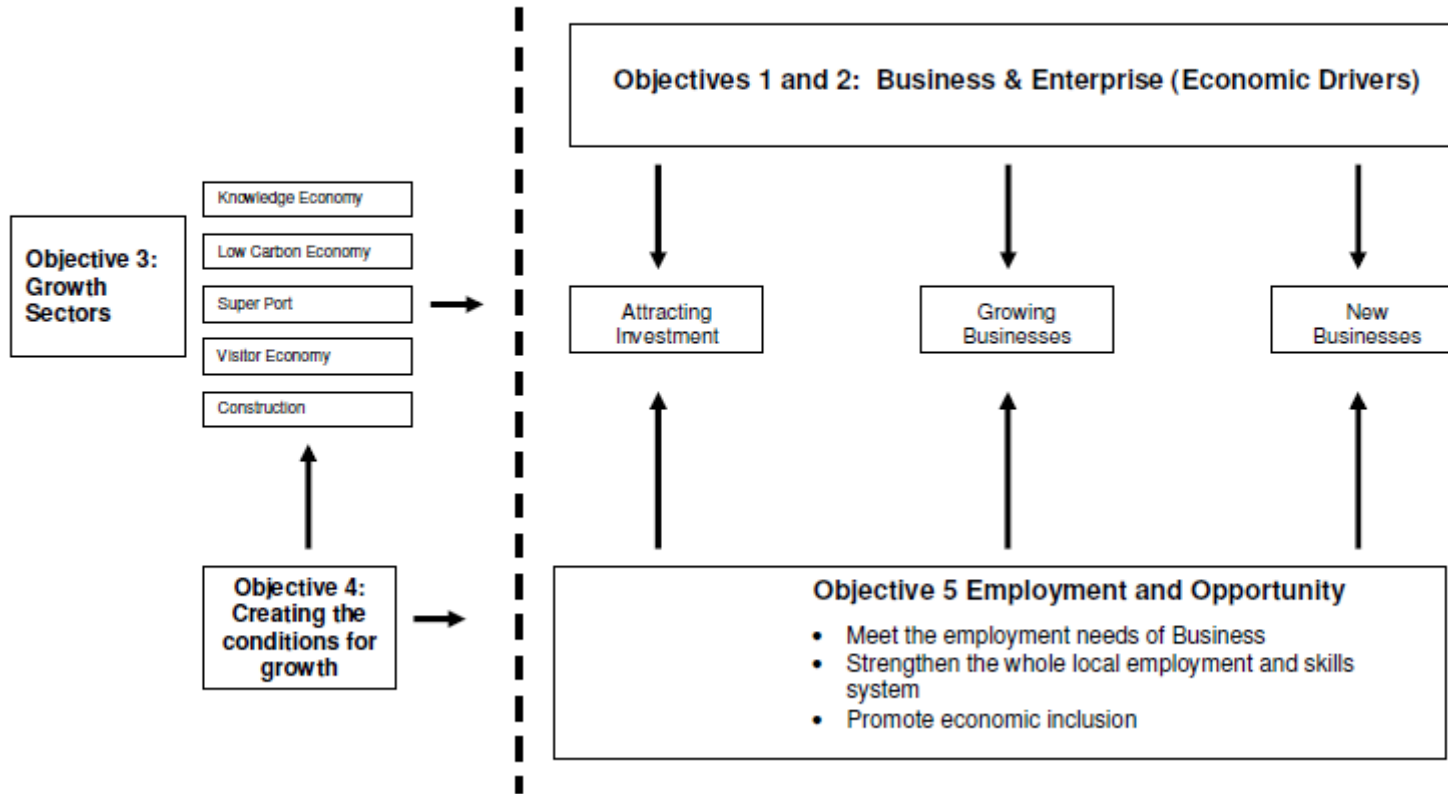
6.2.2 The linkages between these objectives are illustrated in the diagram on the following page.

6.2.3 The management objectives for the Economic Strategy are explained in further detail in section 8, but can be summarised as **securing partner support for the vision and the journey:**

- Develop a Communications & Engagement Plan, including the further development of Sefton Economic Forum as the “network of networks”

- Equip Sefton Economic Forum with an Executive to co-ordinate operational programmes & services
- Create a Sefton Growth Board to sponsor a portfolio of major initiatives
- Create an organisational focus for management of the local employment & skills system

Economic Linkages between SES objectives



## 7. Drivers for Growth

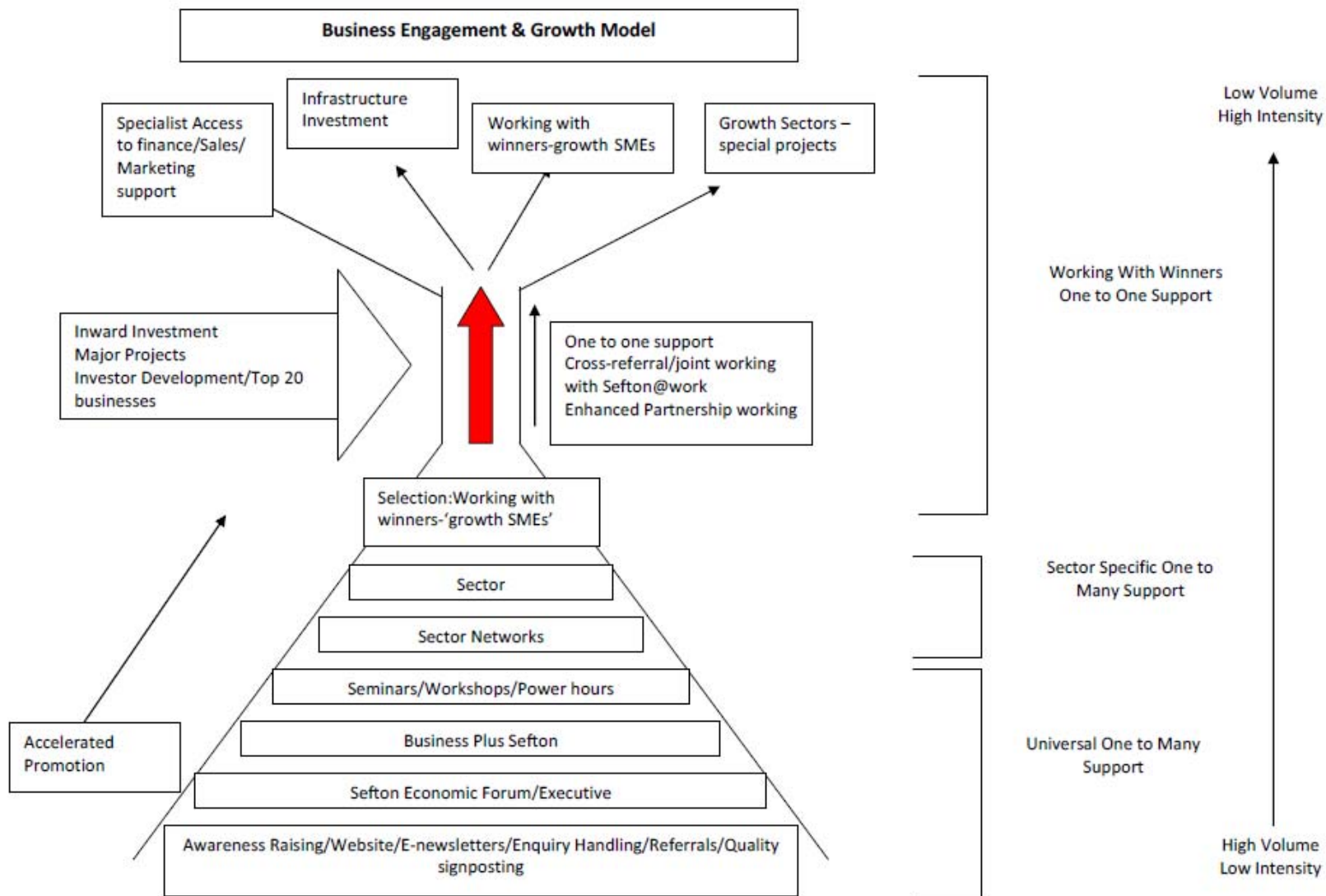
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### 7.1 Business and Enterprise

**Strategy Objective 1 – More new starts to replenish the business population**

**Strategy Objective 2 – Grow existing businesses and stimulate productivity**

- 7.1.1 At the heart of this Strategy is the contribution of small and medium enterprise to the dynamism of local markets, and the key role of small businesses in innovation, employment and skills.
- 7.1.2 A Business Engagement and Growth Model – has been developed (see diagram below) to make support more accessible, at a time when resources are tight. The key to it is the idea that businesses can be invited to step up a ladder of support from less-intensive to more-intensive, depending on their needs and ambitions.
- 7.1.3 Using a variety of one-to-many techniques such as websites, e-newsletters, cold-calls, and quality signposting from/to partners, the business is able to access marketing and information materials, then attend events, join networks, receive a wide range of support from both general advisors and specialist third-party providers, and join with their peers in clusters or commercial collaborations.
- 7.1.4 This approach allows for a full spectrum of support while economising on inputs. It is applicable to both new starts and existing businesses, in both traditional and emerging sectors.



7.1.5 Business starts - The evidence says that the business population needs to be replenished, and the business density increased in line with the levels of new starts and growing companies expected for a borough the size of Sefton. A larger business base will not only increase output and employment, but also create a virtuous circle of growth, generating more entrepreneurs and encouraging higher start-up and survival rates. We will ensure that local service providers of business start ups and aftercare support to SMEs co-ordinate intervention locally and that stakeholders are approached to help scope support for encouraging business enterprise particularly in schools.

7.1.6 Our objectives for start-ups are to:

- Renew community engagement to identify and encourage entrepreneurs
- Promote, develop and facilitate an enterprise culture
- Promote workshops and awareness sessions with individuals considering starting a business
- Develop structured programmes to establish foundation skills for new start business owners
- Provide Customised business advice and support for high growth business start ups and those in target sectors
- Establish an Enterprise Network for new and pre-start businesses
- Assimilation in to business growth and engagement model for ongoing support

7.1.7 Growing businesses - Sefton has a well-established base of some 2,500 businesses (out of a total of 8,000) who may be regarded as “growth oriented”. They are the target audience for measures to develop growth, explore wider markets, and promote exporting. We also want to support inquiries and market investment opportunities in Sefton to the rest of the UK and international investors, and collaborate with partners to maximise inward investment in Sefton and Merseyside.

7.1.8 The ‘Invest Sefton’ team at Sefton Council will work with our partners and stakeholders to support businesses to grow and invest. Our objectives are to:

- Offer support to all businesses through customised business events and workshops
- Provide 1:1 business diagnostic support to businesses seeking to grow
- Provide business advice and guidance through mixed media options including enquiry handling and quality signposting to partners
- Maximise Sefton’s regional, UK and International export trade development
- Attract new inward investment through promoting sites and premises, responding to and handling enquires.
- Work with Sefton’s leading blue-chip, foreign owned and international businesses to maximise new investment and employment opportunities
- Develop new supply chain opportunities for Sefton businesses through both public and private sector procurement

- Provide specialist support to key growth sectors (Superport; Environmental technologies/Low Carbon; Visitor Economy; Knowledge Economy including manufacturing)
- Meet specialised needs for business finance, sales and marketing support
- Support the retention of existing businesses through responding quickly to 'turnaround projects' and company contractions

7.1.9 Rural Enterprise - Recognising the contribution that business and enterprise in our rural areas makes to Sefton's economy is important and should not be undervalued given the prospect of more home working supported through improved digital infrastructure. The Mersey Rural Leader Local Action Group is a partnership of five local authorities in Merseyside and a wide range of private, public and environmental organisations. It was set up to co-ordinate a joined up approach to European funding made available through the Rural Development Programme for England.

7.1.10 Several programmes (Merseyside Rural Leader Programme, Rural NorthWest Tourism Connect and Food Connect) have supported the rural community in the following ways:

- Improving the competitiveness of farms and rural businesses including diversification
- Local food production
- Accommodation businesses

7.1.11 It is expected that this arrangement will continue when the current ERDF funded support ends in 2013 in anticipation of a follow on programme of ERDF support until 2018. This includes the monitoring and future review of the Merseyside Rural Action Plan.

7.1.12 Support for rural enterprise includes steps from partners that would:

- Encourage inward investment and entrepreneurial in-migration
- Support local production capacity and connect producers with consumers or food hubs
- Provide business and enterprise advice
- Promote rural tourism, and use local produce to enhance destination identity (e.g. farmers markets)
- Support locally produced renewable fuels, and anaerobic digestions of farm waste

7.1.13 Social enterprise - The national definition of social enterprises are that they are businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or the community, rather than being driven by the need to maximise profit for shareholders and owner.

- 7.1.14 Social Enterprises can be large or small; international, national or local; and can take various forms including co-operatives, trading charities, housing associations, fair-trade organisations, development trusts and community businesses. All are registered, mostly as companies or as industrial and provident societies. A small number are registered charities without a company structure
- 7.1.15 By their nature and structure Social enterprises are more likely than private sector businesses to:
- Operate in the most deprived communities
  - Reinvest in the communities where they are based
  - Be run by younger people than traditional SMEs, with a high proportion of Black and Minority Ethnic directors, as well as female directors
  - Be accountable to their customers and communities, involving them in business decisions
- 7.1.16 National research by Social Enterprise UK (Fightback Britain, SEUK, November 2011) shows that in the social enterprise sector there is a very large proportion of start-ups, three times as high as the proportion of startups currently seen in the UK's SME sector. The data also shows that the social enterprise sectors outstripping SMEs in growth, confidence and innovation Services previously delivered by the public sector may be opened up to alternative delivery, which offers a potential role for "not-for-profit" organisations, including social enterprises, to take these over although there is always the possibility that SMEs whether social or commercial will lose out to the larger private sector bidders. Within Sefton, as the Council moves from a delivery to commissioning body, this may present opportunities to proactively develop consortia of social businesses that can deliver effective, local, quality services.
- 7.1.17 In Sefton, there are around 100 third sector organisations, many supported into existence by South Sefton Development Trust, who could be defined as social enterprises ie. they undertake some trading activity. They contribute around £10m to the local economy annually. (need to source this) Spread across a variety of sectors, there are significant clusters in health and social care, recycling and reuse, and arts and culture in terms of turnover and growth potential.
- 7.1.18 South Sefton Development Trust has developed a specialism in social enterprise start-up, creating an innovative Ignite programme, and has secured resources to deliver a business start-up programme (not limited to social enterprises) and social enterprise expansion support over the next three years.



## 7.2 Transformational Sectors

### Strategy Objective 3 – Target traditional and emerging growth sectors

- **Mersey Ports** – maritime cluster of port-related businesses, port-centric logistics and landward infrastructure
- **Visitor Economy** – Southport’s tourism/leisure offer, new public/private partnership
- **Knowledge-Intensive Businesses** – advanced manufacturing, digital skills & enterprises, financial & professional services
- **Low Carbon Economy** – retrofitting homes & businesses, low emission transport, sustainable energy generation, offshore wind, local supply chains
- **Construction** – underpinning industry to all growth sectors

7.2.1 Sefton’s existing strengths are in the **maritime cluster** around the Port of Liverpool, and the **visitor cluster** around Southport. They continue to develop their potential on the back of considerable investment which took place in the last decade. The recession and slow recovery has slowed down the pace of change but they are key competitive assets of regional, national and international importance.

7.2.2 Sefton’s *emerging* strengths are in the **low carbon cluster**, and in **knowledge-intensive** businesses (which includes advanced manufacturing, financial & professional services, and digital & creative enterprises). These clusters are less well defined and co-ordinated, yet they offer considerable potential and to some extent fall outside the traditional economic geography of the borough or existing methods of business engagement.

7.2.3 The existing and emerging sectors are not independent of each other. They are closely connected and inter-trade. They are also underpinned by the **construction** sector as a common “enabler” for the sectors’ ambitions. For these reasons, we have grouped the growth sectors together with construction, and see many of the sector networks and engagement methods being similar or even shared.

### Mersey Ports

7.2.4 The LCRLEP has co-ordinated a wider community of local authorities, port users and Peel itself to develop “Superport”. This is a concept as much as a plan, but is guiding infrastructure and trade development for the Ocean-facing end of the Atlantic Gateway (2010 Plan, Peel Group). Peel Ports has subsequently issued the Mersey Ports Master Plan containing the framework for a 20 year growth strategy including proposals for sites in Sefton.

7.2.5 The specific proposals (Ports Master Plan) which affect Sefton are:

- Dredging the river estuary to allow post-Panamax vessels to enter the river, and increase the tidal window, for all port users

- a £300m deepwater river terminal and container port expansion planned for 2015.
- the proposed use of the Seaforth Nature Reserve for port-related purposes – subject to compliance with the Habitat Regulations, including the identification of compensatory habitat elsewhere.
- creation of the Liverpool Intermodal Freeport Terminal (Phase 2) between Regent Road and Derby Road; this would provide about 370,000 sq ft of warehousing.
- Regent Road/Derby Road corridor – acquisition of further land to support port centric businesses.

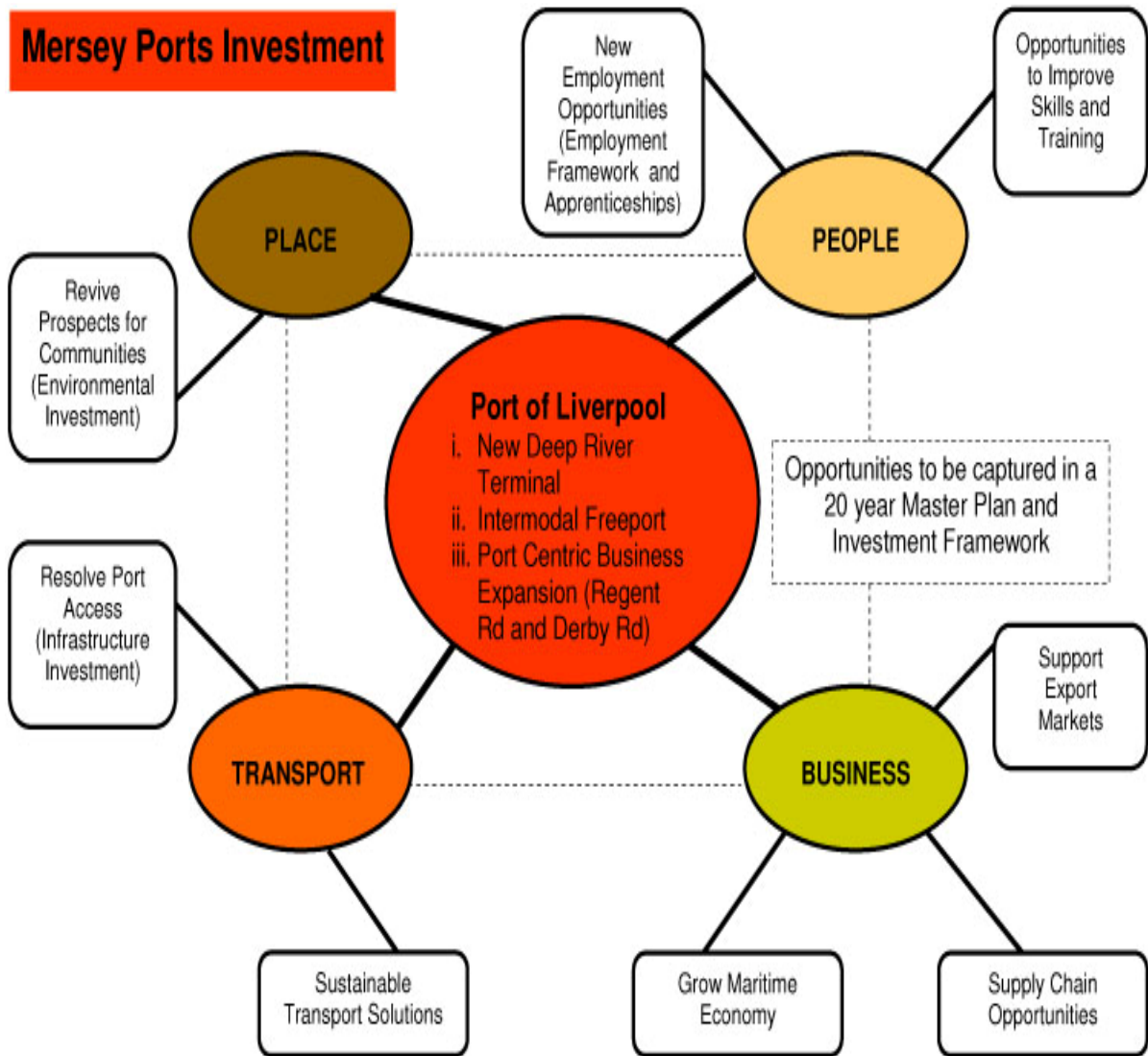
7.2.6 Sefton Council is accountable body for the £35 million RGF-funded river dredging contract. This is in recognition of the public infrastructure benefits of a wider, deeper channel with a longer tidal window. Peel is working with Sefton Council to maximise the employment and training benefits from the dredging, the river berth and other port-related development.

7.2.7 The widening of the Panama Canal will allow Liverpool's planned River Berth at Seaforth to process next-generation container ships that will strengthen and open up trade and investment to established markets and emerging ones, such as China, Korea and South America. This potential needs to be harnessed, to benefit Sefton's own local economy through the creation of new employment and support for local business. The commercial opportunities strengthen the expansion of the maritime cluster of businesses over time, and extend opportunities for local firms to enter 2<sup>nd</sup> and 3<sup>rd</sup> tier supply chains.

7.2.8 The Port of Liverpool is of key strategic importance to the North West and to the City Region's prosperity. The Council has a number of different roles in relation to the growth strategy which is described in the Mersey Ports Master Plan. The Council has acknowledged the economic regeneration potential of Port Expansion, whilst it also has clear regulatory responsibilities in relation to planning, transport and the environment.

7.2.9 There is a major opportunity to secure improved economic well-being and environmental quality, triggered by Peel's investment but capable of attracting much more from public and private investors as part of a strategic partnership. A comprehensive approach to deliver a local regeneration solution at Seaforth can deliver outcomes which benefit everyone: a successful and prosperous port, clean and safe surface transport, and revived communities in the port hinterland. This additional investment is necessary to make port expansion truly acceptable.

# Mersey Ports Investment



## Visitor Economy

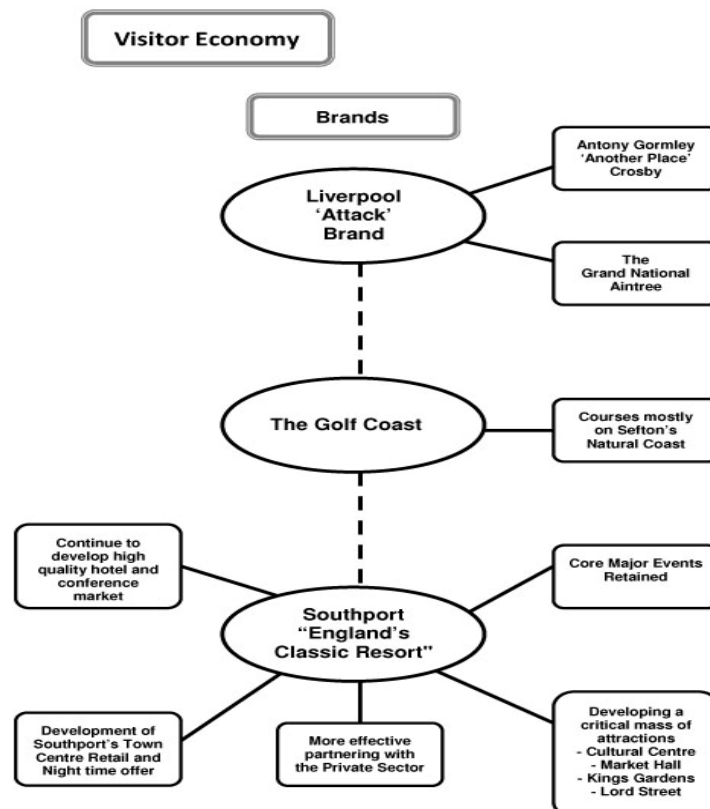
- 7.2.10 With over 11m tourist days a year, tourism provides an estimated value of £417m to the Sefton economy and 4,400 direct and 1,800 indirect jobs. In the last 15 years in excess of £200m has been invested into the Southport Visitor Economy to sustain the product appeal of the resort, together with integrated marketing, customer care and investment in people.
- 7.2.11 National policy places a strong emphasis on leadership at the local level, particularly by local tourism businesses and also through Local Enterprise Partnerships. The views and participation of the private sector will be increasingly important. The challenge will be for Sefton to capture its share of any increased expenditure that British residents may spend (as forecasted by Deloitte 2010), but also (the Government's aim) any increase in domestic tourism spend as a consequence of replacing tourism expenditure overseas.
- 7.2.12 The Liverpool City Region Tourism Strategy 2020 focuses on three destination brands;
- The 'Liverpool' Attack Brand (LCR Tourism Strategy 2020) draws in two major Sefton attractions which resonate with national and international audiences – the Grand National at Aintree and Anthony Gormley's Another Place.
  - The other two destination brands for the LCR, the continued renaissance of Southport as England's classic resort and England's Golf Coast, will continue to be a priority for the Visitor Economy in Sefton.
- 7.2.13 Sefton will continue to work with sub regional partners in the development and the delivery of the Visitor Economy. Existing Priorities established under the Southport Visitor Economy Strategy will continue as will the town centre as a priority. This is likely to take the form of a renewed public/private partnership arrangement, building on established partnering with Southport Tourism Business Network (STBN) Alliance.
- 7.2.14 There will be concerted efforts to sustain a Sefton events programme as both a primary draw and as a driver of destination awareness and visibility in the regional and national markets. The reduced core set of events is Aintree Grand National, Southport Flower Show, the Southport Air Show, Woodvale Rally, British Musical Fireworks Championships and the Jazz Festival.
- 7.2.15 Southport has a nationally significant Conference destination. Recent improvements to the main conference venue and hotel stock have provided a significant boost to the competitiveness of this offer.

7.2.16 The Visitor Economy Strategy also gives priority to;

- A critical mass of visitor attractions, including preparing the ground for Marine Park when the economy recovers, a £5m restoration of Kings Gardens and a well maintained Lord Street public realm, to increase the day and short stay visitors
- Unlocking Southport's cultural and heritage potential by completion of the Cultural Centre and Market Hall
- Continuing to recognise the importance of day visitors to Southport and Sefton's Natural Coast offer, whilst actively promoting overnight stays
- Enhancing the Southport night time offer.

7.2.17 New priorities include

- Effective and pro-active public relations (in addition to marketing) as a way of raising awareness of what a Southport and Sefton offer represents from a potential visitor perspective
- More effective partnering with the private sector to maximise the impact of remaining resources through the transformation of STBN into a fully featured destination management organisation.
- The scope for a Southport Business Improvement District that would help support a private led rather than public led partnership, capable of supporting both town centre and visitor economy objectives.



## Low Carbon Economy

7.2.18 A Sustainable Energy Action Plan for the Liverpool City Region (2012 1<sup>st</sup> edition) provides a mechanism whereby the City Region can transform its energy system and infrastructure into a form that is increasingly managed and controlled locally, whilst achieving economic growth, reduce the demand for energy, improve efficiency with which energy is used and reduce CO2 emissions. .

7.2.19 Current key low carbon activities in the Liverpool City Region are identified as environmental consultancy, energy management, renewable energy especially in the marine sector, waste management and recycling, water and wastewater treatment. The City Region’s Low Carbon Economy Action Plan has revised upwards since the “Mini Stern” report for the LCR (2009) the number of jobs in this sector with an expectation of 12,000 jobs by 2015 in 11 sub-sectors.

Sub-sector	Jobs
Offshore wind	3,000
Onshore wind	250
Microgeneration	1,480
Biomass & energy from waste	940
Nuclear	1,040
Tidal	260
Smart grid	1,200
Heat network	450
Low emission vehicles	700
Building research/new build	690
Retrofitting	1,440
<b>Totals</b>	<b>12,000</b>

7.2.20 The development of key elements of a thriving low carbon economy requires an educated and skilled talent pool to support the growth and adaptation of existing and new entrant companies. The City Region’s universities, research institutions and specialist training centres are engaged with creating content and services to support all aspects of low carbon activity. In a similar fashion, more companies are becoming involved in low carbon projects and are entering into collaborative partnerships with knowledge providers to enhance their product offer and ensure they remain at the cutting edge of a rapidly evolving sector.

7.2.21 Sefton is preparing a district level version of the Sustainable Energy Action Plan to identify Sefton’s priorities for both domestic and non-domestic energy efficiency and sustainable energy generation, and to integrate energy into a portfolio of linked low carbon projects that will result in a phased and manageable investment prospectus capable of attracting funding from the private sector and procuring public resources

(including the post-2014 European funds) for both commercial and non-commercial activity.

7.2.22 Strong leadership and ongoing commitment is needed to guide progress on the development of the low carbon economy. Sefton has a local comparative advantage in onshore wind and biomass, and has a compelling offer to suppliers and sub-contractors seeking an onshore assembly, components and maintenance base to service the Burbo Bank and Irish Sea Windfarms.

7.2.23 The objective is to develop a portfolio of low carbon projects and actions that enables Sefton, both as a borough and a partner within the City Region, to attract investment at the scale required for the delivery of priority energy, transport and business support programmes.

7.2.24 The outcomes associated with this include the prospect of:

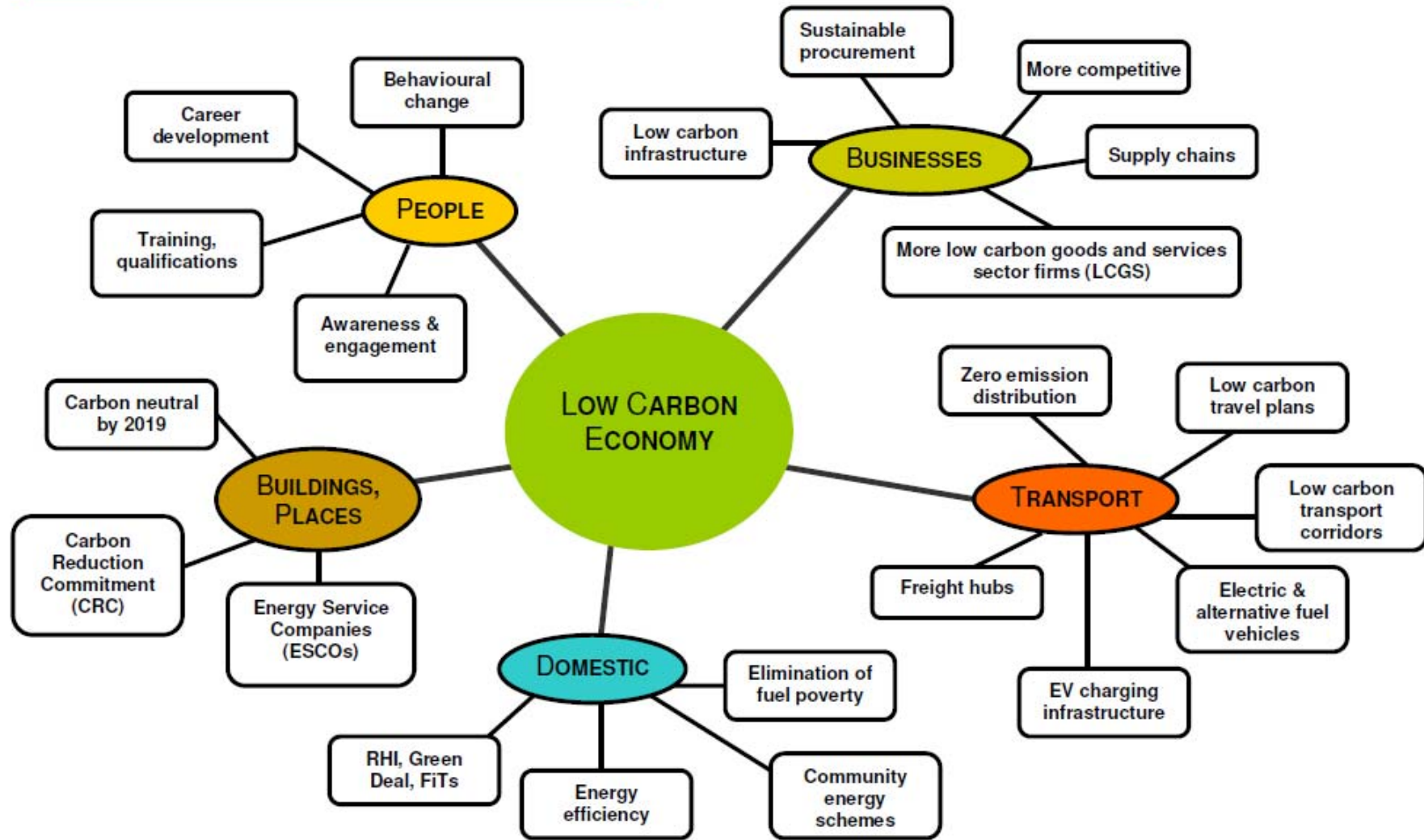
- Greater energy security for the Borough and the City Region
- Local businesses that have 'carbon costs' under control
- Residents that can afford and control their energy costs
- A buildings stock across all sectors that meets the standards of the future and has a critical mass of carbon neutral exemplars
- A labour force with the skills to develop long term careers
- A transport network that targets zero emissions through planned implementation of lower emissions
- A Local Authority that remains at the heart of its communities in leading by example.

7.2.25 The replacement of the UK's energy infrastructures is a long-term plan that will require major investment including combined heat and power, electrification of transport, and significantly increased standards for energy efficient buildings and production processes.

7.2.26 The LCR has aligned national priorities with a 'Low Carbon Economy Action Plan: delivering economic growth, 2011-15' – energy, buildings, transport and networks (decentralised energy and Electric Vehicle charging).

7.2.27 An indication of potential linked projects can be seen in the following diagram:

Components of Low Carbon Economy





7.2.28 In Growing the Low Carbon goods and services sector priorities are to;

- Engage with members of the low carbon goods and services sector in Sefton and Merseyside
- Directly and with partners, provide one-to-one and one-to-many support to members of the sector in Sefton
- Offer generic assistance (finance, marketing, sites, premises etc) as well as sector-specific assistance, with access to appropriate third party specialists
- Encourage innovation, technology trials and new methods of working that increase efficiency and confer competitiveness advantage
- Provide supply chain development services (sell-side and buy-side) that encourage greater use of local suppliers, and increase the competitiveness of local suppliers in National and International markets
- Build a profile of business employment and skills requirements, and work with local employment and training providers to meet the needs of the sector
- Market investment opportunities in Sefton to UK and International investors, and collaborate with partners to maximise inward investment in Sefton and Merseyside

7.2.29 The Business Engagement and Growth Model (Objectives 1 and 2 of this Strategy) is the principal means of diffusing/encouraging low carbon solutions amongst the wider business population of Sefton. The aims are to:

- Build a profile of business employment and skills requirements, and work with local employment and training providers to meet the needs of the sector
- Analyse the business market and identify those segments who will be early adopters
- Use a variety of channels & incentives to engage businesses and enrol participants
- Directly and/or with partners, promote the business case for change
- Directly and/or with partners, offer assessments and action planning to businesses
- Promote financial and other incentives to convert action plans into deliverable projects
- Offer generic assistance (finance, marketing, sites, premises etc), and access to appropriate third-party specialists
- Directly and/or with partners, help companies to review their energy/environmental investment and further improve their performance

7.2.30 Key activities for the Low Carbon Economy include:

- Diffusing/encouraging low carbon solutions amongst the wider business population of Sefton, through the Business Engagement Model

- Continue to develop its knowledge and experience in retrofitting and microgeneration in both the domestic and non-domestic sectors – in preparation for the emergence of the Green Deal in 2012.
- Support major (low carbon economy) companies
- support any potential interest in onshore wind, providing that it accords with all regulatory approvals that may be necessary including planning.
- support opportunities for introducing Decentralised Energy Systems (generation and distribution of heat and electricity at a local level that do not rely on the high-voltage electricity transmission network or the gas grid). Within Sefton there are two potential early start schemes, one based in Bootle (*Renewable Energy Capacity Study by ARUP, 2009*), and the other in Kew, Southport.
- build on experience gained through the Government's Plugged In Places programme, to promote the uptake of electric vehicles (including recharging installation) and support strategies aimed at lowering emissions from transport.

## The Knowledge Economy

7.2.31 The Knowledge Economy is generally viewed as having a higher level of productivity, generating a higher GVA per head than other sectors compared with the national average, where job growth is happening at a faster rate. LCR GVA per head remains low at £14,155 against the UK average of £19,551.

7.2.32 This growth sector is broadly defined and it is important not to become too restrictive when considering which elements of this sector are present or provide opportunity in Sefton. In addition to this, the *LCR Knowledge Economy Plan (TMP 2010)* clearly acknowledges that the KE has strong linkages with the other growth sectors, and in particular SuperPort and Low Carbon (within which Sefton has considerable existing assets and opportunities).

7.2.33 The Financial and Professional Services (FPS) – delivered 18,000 additional jobs in the Merseyside FPS sector, a 20 per cent increase between 2001-2007. FPS is considered essential in underpinning job growth in the Knowledge Economy and Low Carbon Sectors.

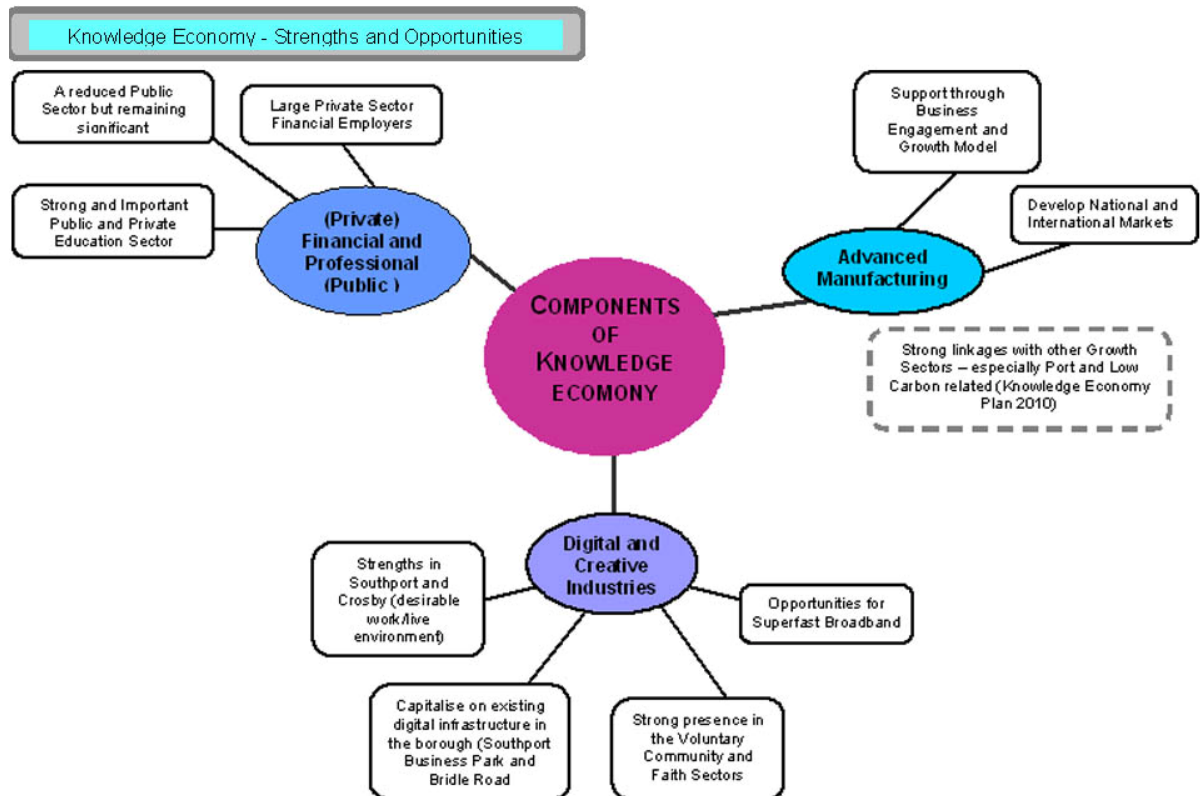
7.2.34 Sefton possesses a 'strong secondary cluster' of FPS. These services are considered essential in underpinning job growth in the Knowledge Economy and Low Carbon Sectors. A significant number of Sefton's largest private sector employers sit within this sector. Within financial services over 4,500 people are employed by 5 key employers alone (Santander, Shop Direct, PaymentShield, IPSL and Experian); for professional services over 1,000 staff are employed by 4 businesses (Arvato, Capita, Barnetts and Fujitsu). Over 4,200 (5% of all employees in Sefton) are employed in 'monetary intermediation' and 'other financial intermediation' sub sectors in 2008, which is double the average for Great Britain.

7.2.35 Banking and finance is expected to grow by 2030 according to Cambridge Economic Projections and if correct this would provide an opportunity to grow the economic

performance of Sefton's economy, provided the jobs are more productive and at a higher occupational level.

- 7.2.36 Creative and Digital businesses - in Crosby and Southport are increasingly well represented. This clustering has been led by a desirable work and living environment, and suggests marketing the coastal environment will attract further investors.
- 7.2.37 The Public Sector (including education) - generates the highest share of Sefton's GVA at 32%. Whilst the public sector is vulnerable to the rebalancing of the economy, it is important to recognise that within Sefton there are a number of high performing state and private schools, and three Further Education Colleges. Due to a high quality standard of living there is a concentration of skilled and talented workers associated with the KE living in parts of Sefton.
- 7.2.38 Sefton's Voluntary Community and Faith (VCF) - sector is well represented in the Knowledge Economy, with 20% of all businesses being defined as being within the 'Creative and Digital' sector.
- 7.2.39 Advanced Manufacturing - spans activities from research, design, development and production through to logistics, after sales service, maintenance and repair and end of life management, which by definition bleeds into our understanding of Knowledge Economy. Sefton has some small advanced manufacturing companies in national/international markets. In 2008 there were approx 460 manufacturing companies employing 5,235 people in Sefton. However, this definition covers only manufacturing in the narrow sense of production.
- 7.2.40 Overall objectives for the Knowledge Economy include;
- Innovation and Enterprise – Supporting existing business to grow through access to specialist support and sector networks to encourage new ideas and innovation.
  - Education and Skills – Maximising the opportunity presented by the three FE colleges in Sefton (Hugh Baird FE, King George V and Southport College), and the Higher Education facilities across LCR to ensure the provision of an appropriately skilled workforce and to meet the training and research needs of business. This should include increased emphasis on work based learning and apprenticeships, and skills academies to support targeted sectors capable of growth (e.g. Construction, Manufacturing, Low Carbon, SuperPort and Knowledge-Intensive Businesses)
  - Public Sector – Sefton retains a strong public sector and is home to the Health & Safety Executive and significant HMRC functions in addition to the Council and the NHS. The public sector is undergoing a period of rapid change and innovation, and Bootle Office Quarter has exploited its cost and locational advantages to receive additional public sector employment as government services retrench into a smaller number of office locations. Sefton is well-placed to receive further office decentralisation from London

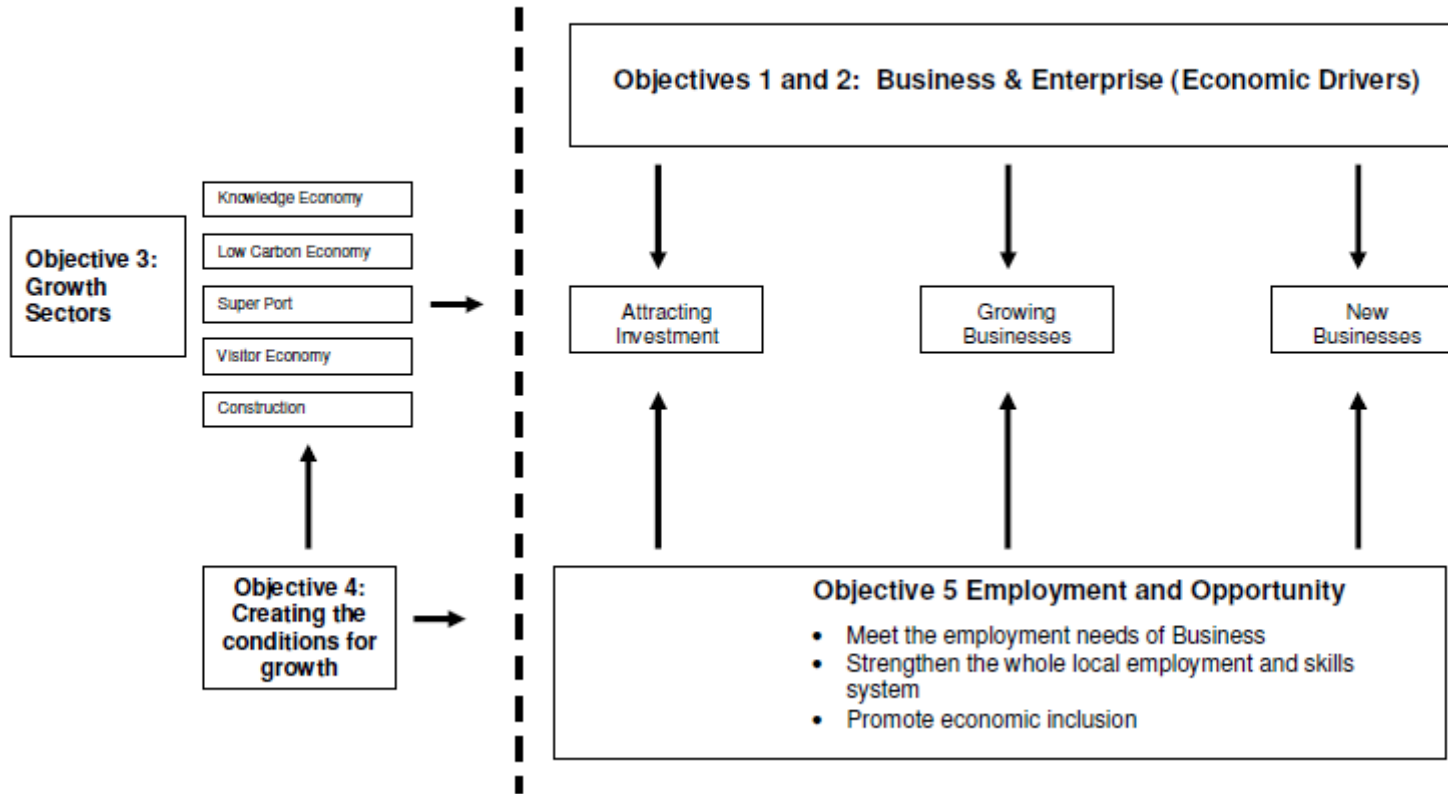
- Digital industries – encourage clusters of KE businesses at Southport Business Park, to make the most of the transatlantic fibre optic cable at Hibernia and existing Financial and Professional Services
- Capitalise on digital infrastructure in the borough at a purpose built data centre in the Bridle Road area linked to the Atlantic Park development.



## Construction

- 7.2.41 Construction accounts for a significant proportion of local jobs. Traditionally These are direct jobs in the construction process, but also in supporting industries and wider supply chains (4% of total Sefton jobs). Every £1 spent on construction generates a total of £2.84 in total economic activity (Construction in the UK Economy – the Benefits of Investment’, UK Contractors Group, 2010).
- 7.2.42 Build Sefton is the organisation working for the last seven years with the construction sector to help developers, contractors and sub-contractors maximise the economic impact of their work in the borough and this is set to continue.
- 7.2.43 The aim is to increase opportunities for Sefton businesses through local resourcing of goods, services and local residents seeking jobs and training. Developers and contractors commit to a voluntary action plan – the ‘Construction Charter’ – that sets targets for recruitment, apprenticeships and use of local contractors and suppliers.
- 7.2.44 Help is offered to resource locally, where commercially competitive, and fill vacancies with local people by offering a highly flexible package of services. This partnership approach includes job placement organisations supporting local people back into work. This arrangement also includes a commitment towards training and apprenticeships.
- 7.2.45 ‘Build Sefton’ is a specialist network which includes a membership of 400 local construction firms, and fits very well into the new Business Engagement & Growth Model. It is through this network that opportunities to bid for contracts are communicated. The ‘Build Sefton’ network will continue to be developed during the period of this strategy.

Economic Linkages between SES objectives



## 7.3 Enabling Actions to Unlock Investment

### Strategy Objective 4 - Create conditions for growth

- Strategic Regeneration Frameworks
- Bring forward land for employment and new homes
- Improve access to our employment areas
- Ubiquitous broadband & energy infrastructures

- 7.3.1 In partnership with the private, public and voluntary sectors, Sefton can help to create an environment, which facilitates growth.
- 7.3.2 This is partly about planning and other control activities, ensuring the Council undertakes to deliver effective regulatory services that expedite development and ensure high quality decision-making. It's also about working with the LCRLEP to attract inward investment and issues of gap finance to unlock investment which has stalled.
- 7.3.3 Sefton's approach is based on the implementation of investment frameworks to guide development decisions and receive future investment. Sefton currently has two Strategic Regeneration Frameworks:
- North Liverpool and South Sefton, and
  - Southport Investment Strategy.
- 7.3.4 These frameworks direct investment, development and employment in large, complex areas where investors (public and private) need a credible, comprehensive and long-term plan to allow them to invest with confidence.
- 7.3.5 The SRFs include "enabling actions" that relate to land supply for employment and housing, transport, energy and IT infrastructure, in accordance with the Council's Local Plan and other key delivery plans such as the Merseyside Local Transport Plan 3.
- 7.3.6 Land and premises options include sites along the Dunnings Bridge Road corridor, port expansion land, Bootle Office Quarter, Southport Business Park and Southport seafront and town centre sites.
- 7.3.7 Potential important drivers for employment development will be demand driven by the existing and emerging growth sectors. Examples include professional services and digital. Offshore wind is likely to require new supply chains across Merseyside, acting as a magnet for Tier 2 and Tier 3 suppliers. Dunnings Bridge Road including Atlantic Park has been identified as a potential supply chain site within the City Region (LCRLEP Offshore Wind Energy Hub).
- 7.3.8 Another category of demand is follow-on investment from Sefton's small but important body of major employers, foreign owned and blue chip companies in

Sefton. Aftercare support to Sefton's top 20 major corporates and employers remains a top priority.

- 7.3.9 North Liverpool and South Sefton Strategic Regeneration Framework - A Delivery Plan has been prepared with key milestones including new homes ((work commenced under the former New Heartlands housing market renewal pathfinder programme), port expansion, Bootle Town Centre & Office Quarter, business support and local job brokerage.
- 7.3.10 In acknowledging the regeneration potential from the Port of Liverpool expansion plans, the maritime cluster, the whole of the Seaforth area and the eastern approaches to Merseyside need to be prepared to receive Peel's investment. Port 'Access' is a key issue.. A suitable 'investment framework' will be prepared. . This work is intended to help improve employment opportunities, make the most of available employment land and the local environment.. Prime employment land that fronts Dunnings Bridge Road is intended for B1 employment purposes.
- 7.3.11 The Southport Investment Strategy - helps both to position Southport as England's "Classic Resort", and to maximise benefits for the wider community as well as visitors. It is broader than physical regeneration, and addresses health, housing, safety, the environment, employment, community and learning. All these issues influence the degree to which Southport can become a more prosperous and better place to live.
- 7.3.12 A review of the Southport Investment Strategy will take place along with proposals for a new public/private sector partnership that can help support Southport's objectives.
- 7.3.13 Access and Freight - Funding allocated to Sefton from The Merseyside Local Sustainable Transport Fund Project, is being used to work with local businesses in addressing transport issues, to continue the work of the neighbourhood travel team in providing travel information and practical assistance to help people get to jobs, interviews or training and to improve accessibility for pedestrians and cyclist to key employment locations.
- 7.3.14 Future traffic congestion is projected based on the Port of Liverpool's plans for growth. This presents a significant challenge with impacts for both port operations and local communities. Therefore investigations into how access to the port can be improved and to establish the potential to minimise the transport of freight by road through the development of a long term port access strategy is required. A Port Access Study has been completed with options for encouraging sustainable freight movements through rail and sea. It also advises that significant investment in highway infrastructure will be required from 2020 onwards and the Highways Agency recognise that early planning on possible solutions is required. Port Access will need to be a priority for the Local Enterprise Partnership.



- 7.3.15 Energy and Digital Infrastructures - Some of the strategic employment land in both the north and south of Sefton will require investment to increase the capacity of the power supply in advance of the demand. This has not always proven economic for the companies concerned. Renewables and opportunities for combined heat and power may offer the potential for partial solutions. The Sefton Sustainable Energy Action Plan will take account of the need for future utility partners to help ensure reliable energy supply to Sefton's employment land and businesses.
- 7.3.16 Sefton currently enjoys a landing point at Ainsdale from a high speed/high capacity fibre optic cable and associated data centre linking the borough with the USA via Boston. In addition a further higher capacity cable linking the borough to the USA via New York and high speed connections across the UK to Europe will be completed in 2012. Connectivity to existing data centres (for example on Bridle Road) would facilitate growth in associated sectors as these act as growth hubs for the borough.
- 7.3.17 The government has allocated £350 million funding to bring superfast broadband to the third of UK homes and businesses, particularly rural areas, which are unlikely to be provided for by the broadband market, and would otherwise miss out. The provision of broadband would assist businesses and education and will help to promote social inclusion and improve life in rural areas across the country. The LCR has been allocated £5.46 million from the £350 million budget, with the aim of bringing broadband to some 106,000 properties, of which 28,000 fall within the Sefton area.
- 7.3.18 In addition, the Government have also made available £100 million under the Urban Broadband Fund that would create super-connected cities across the UK with 80-100Mbps (megabits per second) broadband connectivity, all with a particular focus on SME's and strategic employment zones to support economic growth. Sefton will collaborate with Liverpool and the other LCR districts to align broadband investment, both in rural and urban areas with key sites in Sefton including Bootle Office Quarter and north/south corridors.

## 7.4 Maximising Opportunity and Employment

### Strategy Objective 5 – Increase opportunity and Promote employment

- Meet the employment needs of the Economic Strategy Support employment and skills work within a cohesive City Region, advocating the interests of Sefton’s people and employers wherever possible
- Improve linkages between opportunity generation and opportunity demand, particularly for people from our disadvantaged communities
- Promote Apprenticeships as a viable option for local Employers and capture these opportunities for our young people
- Promote economic inclusion through integrating an employment/skills offer with Family support structures
- Deliver better co-ordination between structures to support adults and young people to capitalise on employer input and prevent long term unemployment
- Develop structures for all Sefton employment/skills providers to work together more effectively to offer choice, relevance and flexibility for residents and employers.
- Promote the involvement of key employers in the local employment and skills system
- Maximise the social value of Procurement through our local partners to extend local employment
- Support the unique involvement of Sefton’s Voluntary , Community and Faith sector in the employment and skills system

*“We need an ambitious and departmentally integrated approach to tackling worklessness which unites the work of different authorities, departments and agencies to tackle the interconnected issues of unemployment, worklessness and poverty in its most deprived areas. Critically, this approach must have a sharply focussed economic edge: building skills, self-reliance, employability, self-employment, local procurement and business growth as well as addressing wider social needs” (Leahy/Heseltine report LCR-Building on its strengths: An independent report, 2011)*

7.4.1 We fully endorse the views expressed by Leahy/Heseltine and our aim is to ensure that Sefton’s economy is one in which we can generate new jobs targeted towards our residents and communities. We recognise the importance of generating investment into the Borough and its potential for employment impact, but equally wish to ensure that our links within the city region economy are strong in order to support our development into the future.

7.4.2 The links between economic sustainability and other key well-being factors have been well documented. Sefton Council and its partners are committed to promoting social inclusion through work. We are committed to enabling workless people to secure future prosperity and avoid benefit dependency by improving their skills and ability to access jobs, whilst providing employers with a flexible and able workforce.

We are intent on ensuring that our young people are able to reach their full economic potential through retention in learning or training or through sustainable employment. We appreciate the importance of parental employment to ensure that families contain working role models and we will do all we can to understand the associations between affordable and quality childcare, transport and financial exclusion and how these issues can relate to individuals' employment prospects.

- 7.4.3 People who are in work tend overall to be healthier, to live longer, to be more appropriately housed, to have less exposure to the criminal justice system, have fewer incidences of addictive behaviour and their children tend to have fewer indicators relating to poor child outcomes compared to people who have been exposed to long-term benefit dependency.
- 7.4.5 Our challenge will be to continue to develop and refine an integrated package of support for unemployed adults, economically inactive groups and younger people at a time of high demand from these client groups while our public sector-dependent economy is struggling towards recovery.

#### **Understanding the employment and skills system in Sefton and the City Region**

- 7.4.6 As a Borough Partnership we recognise that much of the resource to underpin employment and skills provision rests with government funding streams channelled through national programmes of activity. This means that whilst some employment and skills partners are rooted in Sefton and have a long standing history of local commitment, other national suppliers will deliver specific contractual obligations in Sefton and these are discontinued, may not see themselves as part of local structures. The joint investment made across government in support of this whole agenda including Jobcentre Plus, the higher education system, further education, Department for Work and Pensions, the Skills Funding Agency, Department for Education and BIS amounts to a multi billion pound spend annually. The national skills support system has been subject to significant change since May 2010, reflecting Government policy shift towards deficit reduction and the assertion that our economy needs to be reconfigured to maximise private sector growth and employment creation, away from a reliance on public sector expenditure.
- 7.4.7 The introduction of the government's flagship Work Programme through Prime Contractors represents a rapid simplification of provision for the unemployed and the additional refocus of the role of Jobcentre Plus have together radically altered the landscape for welfare to work services across the country. To some extent it is possible to influence these agencies through the LCR Employment and Skills Board and every effort will be made to continue dialogue between these partners and the Sefton Borough Partnership
- 7.4.8 The Government is promoting a new kind of relationship with providers, based on allowing much greater discretion and flexibility within the supplier base, coupled with a shift in favour of very large scale privately financed suppliers able to enter into new funding arrangements where financial risks are shared through payment by

results. In this way, benefits savings are realised to support the move from benefit dependency to sustainable work and contracts are packaged into much larger geographies than previously.

- 7.4.9 So in this context our local influence over the framework of provision has its limitations. Nonetheless, we are convinced that in order for us to progress and achieve our aims we need to be clear about what we do well locally, foster the functioning partnerships which we have invested time and energy in supporting and continue the dialogue we have with our current supplier base that supports our ability to intervene at local level. This is why we intend to make the most of the opportunities offered to us by Government in implementing the City Deal 'asks' for Sefton, alongside our Sub-Regional partners.
- 7.4.10 Therefore, the express aim of the Economic Strategy is to develop a mechanism for capturing all the employment and training opportunities generated through transformational change, business generation and enabling actions, and to ensure the local employment and skills system is sufficiently engaged and responsive to service that demand.
- 7.4.11 As a Sub-Regional partner, we need to work closer on the development of the Local enterprise Partnership (LEP) in order to have an effective voice for employment and skills in Sefton. Our Local Economic Assessment underlines the importance of our relationship with the City of Liverpool as an employment hub and we should continue to develop this with vigour. But we should also ensure that Sub-Regional partners fully appreciate the pivotal importance of Sefton, particularly in relation to the future development of the Port and that we take the opportunity to articulate our local influence over this development which has international significance.
- 7.4.12 our role in employment generation and support in relation to the Visitor Economy in the North of Sefton, and Southport in particular, needs further development to ensure we have the people who have the right skills and attitudes to respond to the needs of this sector. The picture we have gained of Southport's travel to work areas and its highly contained economy underlines the critical importance of supporting locally driven solutions for the town as we need to make every employment opportunity count for local residents.
- 7.4.13 Sefton Council with its partners are fully committed to encouraging people who are without work to get into work or to take part in learning and training that can increase their ability to compete effectively for opportunities. But we also recognise that we have a population where relatively newly arising unemployment co-exists alongside pockets of structural and cultural worklessness, much of which is linked to ill health and long term economic inactivity.

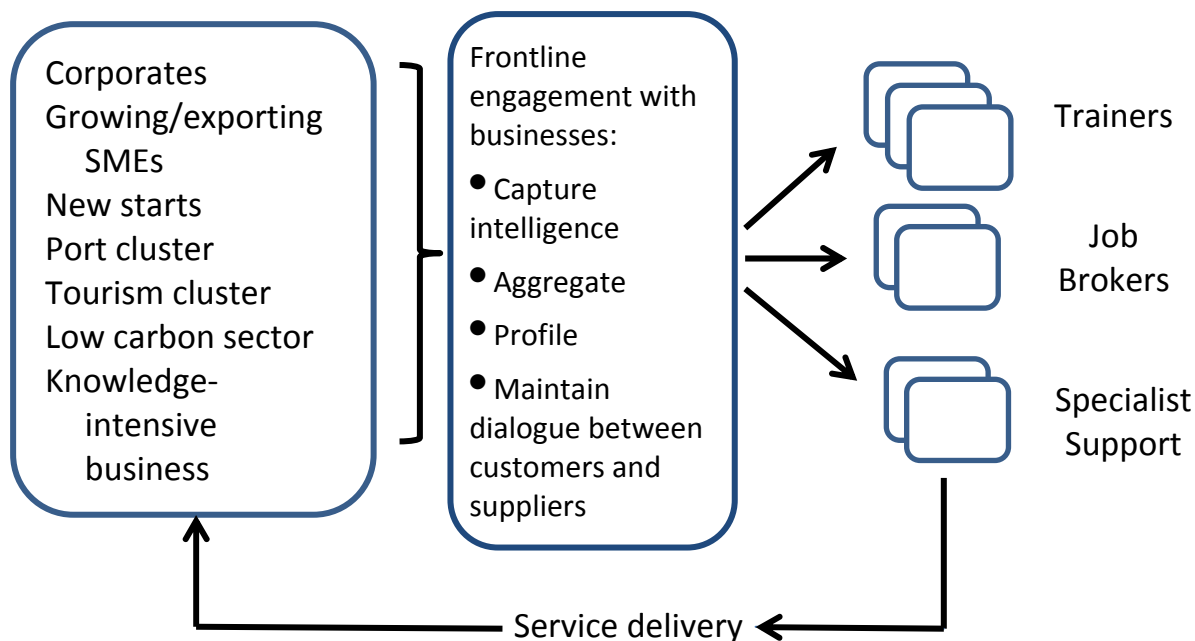
## Using Local Influence to Generate and Target Employment

7.4.15 the unique and distinctive role of the Council is that it can engage with businesses upstream of investment decisions in its capacity as community leader, regulator and champion of economic development. Sefton has developed an approach based on voluntary agreements with investors, developers, suppliers and employers that capture an opportunity and expressly stipulate how the Council and the investor can maximise social value for the community, featuring:

- Investment Agreements – conditional financial assistance offered to local start-ups and growing businesses e.g. grants associated with a target for job creation, with a mandatory referral to a job broker so local registered jobseekers may benefit
- Development Agreements – S106 agreements, conditions placed on planning permissions, and voluntary Construction Agreements for trainees, employees and access to end-user employment
- Employment Agreements – Agreements with employers to target job opportunities at people disadvantaged in the labour market
- Supplier Agreements –Agreements with businesses to open up their procurement to local suppliers.

7.4.16 Within the Council, InvestSefton and Sefton@work will continue to develop and improve a range of Agreements customised to particular developments and circumstances and we will evaluate their performance. We expect that these tools will evolve over time and we will ensure they are fit for purpose. We will also devise communication structures to allow the Council to enter into active dialogue relevant Sector representatives such as the SuperPort committee and with local employment and skills suppliers to share intelligence on investment projects.

7.4.17 they will also investigate and where appropriate adopt mandatory forms of compliance with targeting, such as construction agreements where the Council is the accountable body or funder. Wherever possible, the Council will promote these methods to other public sector procurers within the Borough Partnership in order to promote employment gain.



### ***Enabling our Residents to Reach their Potential***

- 7.4.18 An important component of this strategy for Sefton residents is having access to high quality advice that enables them to make informed choices about their future. Unemployment will remain a key issue, at least over the next five years, especially in South Sefton and central Southport.
- 7.4.19 Ensuring that there are enough jobs in the private sector to absorb any job losses from the public sector and to be able to respond to a significant increase in the number of JSA claimants will be a major challenge.
- 7.4.20 In addition there are significant changes in welfare reform and new arrangements for supporting the unemployed back into work. Some 12,000 Incapacity Benefit claimants in Sefton will be tested for the new ESA by March 2014. It's estimated that 39% will transfer to a working benefit (JSA) whilst 36% will choose to drop their claims. This will increase the inflow of JSA claimants without any compensating increase in employment opportunities.
- 7.4.21 Forecasts appear to predict a steady increase in worklessness for several years and across all ages. Local data show that this is impacting on young people particularly badly as nearly half of new claimants are in this category (*NOMIS Sept 2011*). However the number of 16 to 18 year olds "Not in Employment, Education or Training" now stands at 9.7% of this age group (July 2012).
- 7.4.22 At the same time Sefton is seeing fewer job vacancies become available. The number of vacancies per 10,000 of the Working Age Population has fallen well below the national and LCR average (August 2012)

- 7.4.23 Action on sufficient scale to support people into work is expensive. But the costs of inaction may be greater. It cost approx £2,000 to place one person into employment in Sefton last year, but the annual exchequer cost of one adult on JSA is £7,500.
- 7.4.24 The major development of Government policy with regard to welfare to work services has been the introduction of the Work Programme. The DWP has procured the new Work Programme providers through a national contracting system, targeting large scale investors. As a result of this procurement A4E Ltd and Ingeus Deloitte are “Prime Contractors” for Sefton. This is a mandated programme for clients reaching certain trigger points within their benefits claim, where contractors can work with individuals for a period of 2 years.
- 7.4.25 It has been the Governments intention with the Work Programme to reduce the complexity of the system by replacing the plethora of provision with one broad programme, to use payment by results across the entire supplier base, with payments engineered around job sustainability, drive competition on price into the system and allow considerable freedom to suppliers to devise their own processes through a ‘black box approach’ contracting ethos.
- 7.4.26 As a nationally mandated programme, the Work Programme raises issues for the management of a local and flexible person-centred employment & skills system, since all accountability is between the prime contractors directly to Department for Work and Pensions at a national level. However, it is clear that in order to form an effective local system based on actual intelligence we will need to develop appropriate communications with prime contractors which enable them to appreciate the roles that local stakeholders play in providing support to our unemployed residents and in supplying the conditions to support local development and business investments leading to the creation of jobs.
- 7.4.27 Our Priorities for Sefton in enabling our people to reach their full potential Include:
- Ensuring all customers have access to high quality customer advice and guidance to ensure they make informed job choices and career paths
  - Recognising that some individuals, families and communities need enhanced levels of support to overcome inhibitors to economic sustainability arising from long term deprivation and the range of public, private and community sector strengths within our local system to provide such support.
  - Monitoring and reviewing the impact on those moving away from health-related welfare support (using all the available data to hand) and devising appropriate responses with them.
  - The central importance in tackling intergenerational worklessness of having working role models within the family and in particular of parental employment

- Encouraging employers to appreciate the benefits of diversity within the workforce and enabling them to appreciate the business case for this.
- Promoting opportunities for people, including younger people, to become self employed and start up their own enterprises,
- Recognising that more and more people may wish to continue to work past mainstream retirement age and working with employers to encourage them to see the strengths of older people in the workforce

### **Realising the City Deal for Sefton**

In September 2012, the Government signed off the Liverpool City Region which included the Deal for Jobs and Skills. This reciprocal agreement aims to build on the momentum of the City Region's earlier commitments to create a simplified and more liberated "skills for growth" system to drive forward growth and meet the needs of the city region's businesses whilst also pledging the City region's partners to deliver a range of actions. It is estimated that the Deal will lead to £80 targeted in investment in the local infrastructure for employment and skills, create 6000 additional Apprenticeships, facilitate the movement of 17400 unemployed people into work and led to a reduction by half of youth unemployment in 3 years.

It is our intention in Sefton to make the most of the opportunities presented by the City Deal to bring new and additional opportunity for our Colleges, school and training suppliers to ensure that their offer is meaningful to investors and employers and that young people and adults are prepared with the right skills for to exit benefit dependency and build prosperous future for themselves and their communities here in Sefton.

The main headline developments contained within the City Deal which we believe will be of critical importance to Sefton are:

- The creation of the UK's first Skills for Growth Bank, a business owned mutual to unify public and private sector organisations
- Devolution of the Apprenticeship SME grant from the Skills funding agency to the City Region
- The development of a Local Labour Market Intelligence, to provide key information on employment demand to training suppliers and Colleges
- The introduction of a Payment by Results pilot into Adult Skills funding in the Liverpool city Region
- An examination of the concept of customer choice in the Work Programme
- The creation of a youth Unemployment Task Force.

### **Tackling Structural & Intergenerational Worklessness,**

7.4.28 In Sefton we have led some innovative actions focusing on family centred service delivery which have led to improvements in our ability to engage and empower



families and groups who are furthest away from direct entry to the labour market. This practice clearly indicates the primary importance of the effective alignment of employment support alongside family support, health provision and welfare benefits advice, drug and alcohol dependency services that is necessary if we are to make any lasting difference in the lives of many deemed to be difficult to help. For the Economic Development strategy, our challenge is to make this innovative “supply - side” practice link with the pipeline of “demand side” employment generation opportunities that we have forecast over the coming years. Continuing to offer clients holistic support at each stage of the journey into work will continue to be a priority. This is necessary to manage the cycle of long term worklessness, and its consequences, including child and family poverty.

7.4.29 The LCR Child Poverty Needs Assessment (2011) suggests that in-work poverty is becoming increasingly important as a large proportion of families are in low paid, often part time, employment. In these circumstances people also need to be encouraged (by partners signed up to this strategy) to pursue learning and training whilst in work in the hope of enhancing their longer term job prospects and meeting the needs of future employers. The perceived risk for some in moving from benefits to work will hopefully be managed through changes to welfare allowing individuals to keep more of what they earn, at least through a period of transition.

7.4.30 Sefton’s experience under the Local Child Poverty Innovation Programme of “Promoting Parents” is that it is possible to place key workers (Family Coaches) alongside a family and in a mutual problem-solving approach draw in such resources as are necessary to raise ambition and aptitude so that work becomes more accessible and desirable. This example of good practice has been rolled forward by Sefton@work into Work Programme and DWP Families with Complex Needs. The Council’s corporate approach to “Think Family” is now being tested in the Litherland Moss pilot, and research into high-cost families in Sefton.

7.4.31 We are well placed to develop our practice into the local implementation of the Government’s Troubled Families Initiative, a payment by results pilot that seeks to turn around the lives of the country’s 120,000 most troubled families. The introduction of this scheme is expected to bring about a sea- change among professionals working with families who have never before been prompted to give consideration to the longer term economic prospects of troubled families which could propel them out of benefit dependency.

### **Supporting Sefton’s Young People into Sustainable Employment**

7.4.31 In Sefton we need to ensure that we are giving every young person a good chance to develop the skills and aptitudes believed to be required in the local economy if we are to retain them as residents in later life. Within the Council, we are committed to making our existing support structures for adults and young peoples’ prosperity become more flexible, better attuned to economic needs and better co-ordinated together to achieve better coherence for employers and residents alike.

- 7.4.32 we have a number of highly effective and well-respected learning providers in Sefton and in general the rates of achievement in our young people is better than in other parts of Merseyside. However, this is sadly not the case for everyone across the borough. Effective partnership with the Skills funding agency, Jobcentre plus, Colleges and skills providers will be increasingly important to make sure employers both in Sefton and further afield have access to a skilled and flexible workforce. Strengthening these links including those between Sefton's residents and businesses and Sefton skills suppliers planning to offer Higher Education level opportunities in the future will become increasingly important to raise higher level skills and innovation levels, that will strengthen the productivity and earnings of Sefton's residents.
- 7.4.33 a key support for young people will need to take place alongside the backdrop of significant changes and new arrangements for supporting the unemployed back into work. Under Government changes, Jobcentre Plus is expected to refer claimants to Work Programme prime contractors, once they reach certain trigger points in their claim so they are more ready for work. It is expected that there will be more local provision of Further Education opportunities, with Colleges being encouraged to ensure their offer is aligned to current and future employer needs. The Government has evidenced a strong commitment to delivering Apprenticeships and putting employers at the heart of the employment and skills system, with the introduction of an array of schemes including the Employer Ownership of Skills pilots from UKCES
- 7.4.34 It will be important for us to build on the local employment & skills system to provide support for employers/investors to enable them to do better business, remain and expand or locate within Sefton, and link these operating activities with opportunities that encourage local job placements and apprenticeships in both large and in smaller companies (84% of all Sefton business have 1 –10 employees) where opportunities exist. . It is our collective duty to ensure we capture opportunities for young people to progress into work and to promote high quality Apprenticeships to employers and young people.
- 7.4.35 The ability to re-attach young unemployed people back into the workforce is a major challenge. Partners in Sefton have shown commitment to work pro-actively with employers to promote Apprenticeships and other opportunities for young people to enter the world of work and make sustainable careers and we need to capitalise on this dialogue with private sector employers to ensure we have an adequate supply of opportunities into the future. We are well placed to make sure that our business support strategy provides an opportunity for employers to voice their concerns and needs for young workers and for us to collectively translate this into timely and focused skills programmes.
- 7.4.36 Under the Council's Corporate Parenting responsibility, special consideration should be given to ensuring that our Economic Development strategy makes provision for young people who have been looked after by the LA. The prognosis for a young person leaving care is all too often not a positive one, with higher incidences of early pregnancy, contact with the justice system and longer term worklessness all to likely

7.4.37 We know that our young people benefit from Work Experience whilst at school and we have good local structures to support this, with an enviable commitment from our employers. The development of entrepreneurial skills and confidence in our young people, especially those who have no exposure to such experience within their family or social networks will continue to play an important role and it is the Borough Partnership's intention to support the continuity and consolidation of such activity.

### **Understanding the Impact of Austerity and Welfare Reform on the Working Age Population**

7.4.36 the government has made tackling budget deficit a high priority for all aspects of government at local and national level. Changes to the welfare benefits and tax and credits system support for people out of work have been wide ranging and are continuing to have their effects felt across the country.

7.4.37 The introduction of the Universal Credit system from 2013 is expected to radically alter the current landscape, with its aim of rationalising and simplifying the complexities of the current framework of benefits (there are more than 50 current types of welfare benefit). Universal Credit will bring with it a new set of obligations as well as the undertaking that there will no longer be any opportunity for a workless person being financially worse off if they enter employment.

Sefton Borough Partnership has expressed its intention to consider the ongoing effects of these reforms and to keep informed on how these changes are affecting particular groups in our community. It is expected this will become increasingly important as we are aware that new unemployment among those with recent work history exists alongside persistent and structural worklessness in Sefton. We need to understand variable and potentially unequal patterns of recovery taking root in our communities, further distancing those people and families from entering the labour market who most require our assistance. The

7.4.14 Our Objectives for Employment and Skills will be achieved by:

- Recognising the strengths, constraints and opportunities of each of the major local players in the employment and skills system in order to bring together more effective collaboration.
- Providing better co-ordination between service suppliers and key stakeholders so that intelligence can be shared in an effective and timely way to inform planning and delivery.

- Enabling new forms of partnership with the private sector to promote a sense of shared ownership about the economic future of Sefton MBC
- Mitigating the effects of the public sector job losses being experienced in Sefton by designing an offer to employers in other sectors founded upon early dialogue on employers needs, and effective deployment of training programmes to meet these needs
- Expressing our shared commitment to provide quality services for Sefton people and businesses and maximise opportunity for our local economy.
- Working in partnership with the Liverpool City Region to maximise opportunities for Sefton, building on the current inter-dependencies of the travel to work area. Fully participating in the City Deal implementation to bring about benefits for Sefton.
- Maximising our levers of influence with developers and inward investors using a range of techniques and powers to ensure that any employment gain can be maximised for benefit of Sefton people
- Investigating all potential sources of support and funding for Sefton, and make sure these are deployed against agreed priorities for action which can support increased economic activity, especially among those who are considered the hardest to help.
- Working pro-actively with those sectors we have forecast will have the greatest potential to generate jobs in Sefton into the future and ensuring that emerging developments, such as the proposed Sector Skills Agreements are able to effectively disseminate intelligence on employer skills needs to our training suppliers and colleges while taking into account any local agreements on targeted employment and training.
- Articulating our City Deal ‘asks’ of Government to identify issues where we feel our ability to create jobs is being slowed by bureaucratic blockages and using any new freedoms and flexibilities to achieve our aims more fully

<b><u>Our Priorities</u></b>	<b><u>Our Actions</u></b>
Strengthen the whole local employment & skills system by exploiting the opportunities offered through increased Localism	Convene a Sefton Skills and Employment Partnership to better align a coherent offer from support services, Colleges and training suppliers, to act as a local voice to represent Sefton interests at City Region level and to make more ensure effective dialogue with employers
Maximise the social value of Procurement through our local partners to extend local employment and increase Apprenticeships	Sefton MBC and its public sector partners will lead by example on devising effective methods to local employment gain into local investments, in line with City region developments on procurement.

Improve linkages between opportunity generation and opportunity demand, particularly for people from our disadvantaged communities	We will clarify and articulate our job capture systems and target opportunities to key areas through outreach and engagement. We will promote refreshed partnerships between our local providers and agencies.
Promote economic inclusion through aligning an employment/skills offer with family support services and monitoring the impact of welfare reform	Innovative service delivery of employability services in Children's' centres, alongside DWP Family support project. We will find appropriate methods to supply employability support to Troubled Families Initiative
Promote the involvement of key employers in the local employment and skills system	We will continue to ensure that employers are at the heart of local pre-recruitment and workforce development programmes through <a href="mailto:Sefton@work">Sefton@work</a> .
Support employment and skills work at City Region level , advocating the interests of Sefton's people and employers wherever possible	Refreshed representation and involvement in sub regional structures such as the LEP, Employment & Skills Board and the SuperPort Committee We will take an active role in the implementation of the City Deal.
Ensure that people with health conditions affecting their ability to work are adequately supported	Working with Public health and NHS Sefton to provide tailored assistance to promote employability
Enable young people , especially those who are NEET to avoid falling into long term worklessness as adults and provide greater opportunities for young people	We will increase the coherence and alignment of services for workless adults and younger people through improved partnership structures We will promote the take-up of Apprenticeships through the creation of the Sefton Apprenticeships Forum and the LCR Apprenticeships programme and provide support for smaller employers wishing to offer Apprenticeships
Improve local partnership structures and sharing of performance data to assess the effectiveness of local provision,	We will seek dialogue with Prime Contractors to ensure the effective operation of Work Programme and other DWP/SFA funded provision in Sefton.  We will facilitate feedback from local service users to help us assess the strengths of our local systems  We will Support the unique involvement of Sefton's voluntary and community sector in the delivery of local employment & skills solutions

## 8. Governance

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### Secure partner support for a vision and a journey

- Support the Sefton Economic Strategy
- Establish a Sefton Growth Board of business leaders
- Develop Sefton Economic Forum (SEF) as the ‘network of networks’
- Create a Sefton Economic Forum Executive

### 8.1 Economic Leadership

8.1.1 The governance arrangements for economic development need re-thinking in the light of the very considerable changes of the last few years.

8.1.2 Firstly, the credit crunch and recession showed that **community leadership** is vital in a recession, and that the local authority is still best placed to supply it. For example, the Council co-ordinated the SBP’s Response to the Recession, and made sure it was an inclusive response in which all constituencies and sectors could contribute. Therefore there is an ongoing need to provide leadership as the economy recovers.

8.1.3 Secondly, community leadership has to accommodate the need for a stronger presence of the wealth-creating **private sector**. This is a constituency that has much to offer. We will be more dependent on private sector investment, development, employment and services in the next few years as public spending declines. However, there are few opportunities at present for businesses to engage with the wider community of Sefton.

8.1.4 Thirdly, we face **new challenges** at the start of the 21<sup>st</sup> century, such as the switch to a low carbon economy or the rise of the BRIC economies. We will need structures that let us all reflect on change, learn, and look ahead, as well as “can do” mechanisms to guide investment.

8.1.5 Finally, the strengthened role for **city region** mechanisms including the Local Enterprise Partnership mean that action will take place at different spatial scales. We therefore need an understanding as to who does what at each level, and how they can work in concert.

8.1.6 Establishing strong economic leadership is not easy at this difficult time. However the Sefton Borough Partnership has approached this problem through its Governance Review. It agreed that partners need a new focus and a wider foundation in the business community. This means harnessing the excellent work already in hand and adding value through a renewed collaboration.

8.1.7 A Sefton “**Growth Board**” – of strategic sponsors for Sefton’s most important economic initiatives is proposed to help deliver the Economic Strategy. This could include senior business leaders and investors, major public sector enablers, and

- 8.1.8 The principle task assigned to the Growth Board is to champion the transformational sectors and initiatives of the Strategy (such as SuperPort and Low Carbon). Several times a year the Board will receive progress reports, and the members will explore, challenge and stimulate the plans for each sector. The Board is in an ideal position to check synergy between different transformational initiatives, place them in city regional and national context, and offer incisive advice on trouble-shooting problems and overcoming system blockages.
- 8.1.9 The Board is also there to provide an intelligent overview and challenge to conventional ways of thinking and working. The SBP will ask the Board to challenge, inspire and guide the Partnership, and to act as a think tank for the new and bold ideas that will lift Sefton out of a stubbornly slow recovery. Board members should use their contacts and insights to bring in external perspectives and ensure Sefton is taking a contemporary approach to the challenges before it.
- 8.1.10 A Sefton Economic Forum Executive – operating at a working level, below the Growth Board, is proposed. There is a pressing need to co-ordinate the various operational programmes and projects benefiting Sefton, as well as to engage businesses and account to the business community for performance.
- 8.1.11 These duties can be met in the one mechanism – the Sefton Economic Forum. The Forum is currently well-placed within the local business community and is delivered on behalf of the SBP by Sefton Chamber of Commerce. The proposal is to equip the Forum with a permanent “**Executive**”, having a core membership provided by Chamber, FSB and Council, plus invited organisations connecting it to priority areas of work.
- 8.1.12 The key task for the Executive will be to co-ordinate delivery of services to business customers in line with the Strategy and the new Business Engagement & Growth Model. This will create a single centre of expertise, planning and accountability for business-facing services in Sefton. The Executive will drive the development of customer-centred services in the borough, and engage with the Local Enterprise Partnership on the delivery of the LEP’s Business Plan.
- 8.1.13 The Executive will account for its performance to the Forum, and use the Forum membership to collect feedback and generate user involvement. The Executive will feed into the Growth Board on its headline activities, and also regularly advise the SBP Operations Board on current opportunities and threats.

## 8.2 Business Engagement and Communication

8.2.1 The SBP's premier consultation and engagement mechanism is **Sefton Economic Forum**. The objectives of the Forum can be summarised as:

- To provide an effective means of exchanging information, consulting, networking, facilitating productive discussion and informing public strategy and policy.
- To promote informed discussion and the development of strategic ideas supporting investment, regeneration, enterprise, employment, workforce development and associated programmes
- To encourage the nomination of private sector representatives on regeneration boards and sub groups.
- To create and maintain a constructive and reciprocal relationship at the highest level between the private sector, local authority and other public agencies.

8.2.2 Sefton Economic Forum has become by design a 'network of networks' The Forum gives every business, large and small, a voice in the economic development of Sefton. Through the Forum the private sector has the opportunity to influence the wider environment for business such as access to enterprise, business and employment and skills support, regulatory issues, transport and infrastructure. It also provides up-to-date and concise information on Sefton's economy, investment, development, business and employment prospects.

8.2.3 A dedicated website via [www.investsefton.com](http://www.investsefton.com) continues to receive massive volumes of individual sessions with business accessing on line self-help guides. Over the past 12 months the site has recorded an average of over 34,000 sessions per month leading to increased interest in Sefton Economic Forum activities.

8.2.4 A **Business Communications & Engagement Plan** will be prepared to guide the development of an SBP-wide conversation with the whole business community. Novel methods of participation such as online polling and mutual assistance groups will draw individuals up a ladder of participation towards event attendance, use of services, and then payback in the form of championing the area and joining partnership structures.

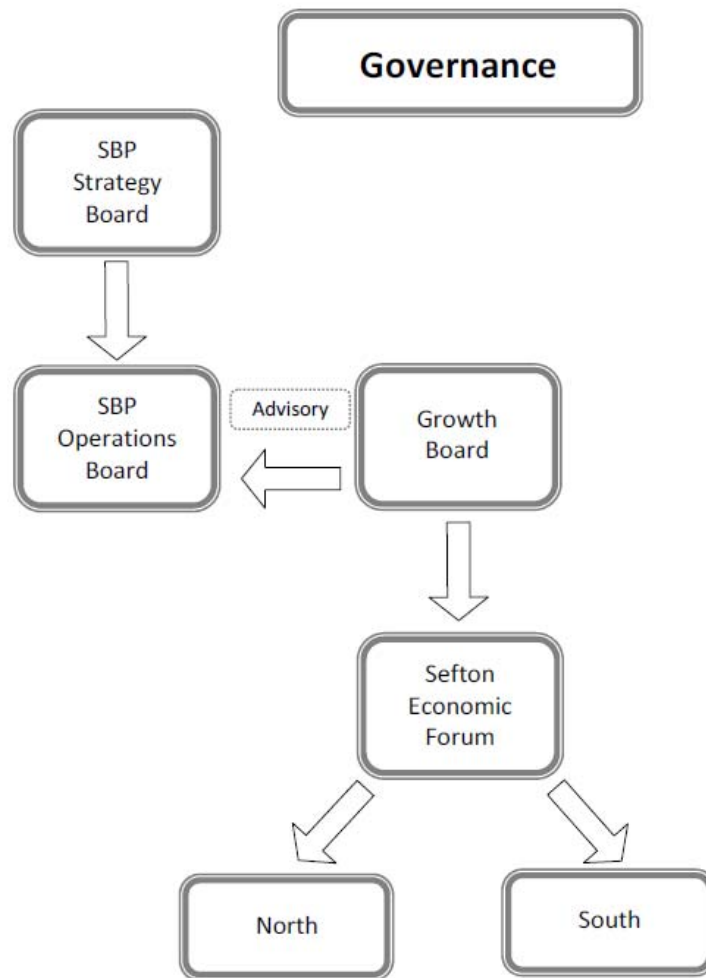
8.2.5 In particular, it is recommended that the Forum is supported by two area-based feeder networks: a **North Sefton Business Forum**, and a **South Sefton Business Forum**. Local venues minimise journey time, encourage business-to-business contact, and create a lower "rung on the ladder" for traditional non-joiners.



### **8.3 The Role of Sefton Council**

- 8.3.1 The overall goal is to help Sefton transition from a “something for nothing” culture based on public service provision, to a “something for something” culture based on self-help, mutual assistance, joint public/private ventures, and direct public assistance in proportion to available resources. The future of economic development in Sefton will increasingly lie in the ability of the Council, service providers and businesses to find way of assisting businesses that identify and exploit value in the market place rather than just subsidising investment and employment.
- 8.3.2 The Council has a unique and distinctive role within the new Economic Partnership:
- It provides democratic accountability for the Economic Strategy and the Sefton Growth Board
  - As accountable body it supervises the use of public resources devoted to the economic development of the borough
  - The Council provides a permanent capacity for co-ordinating partners and making things happen, whether at neighbourhood or city region level
  - The Council provides services directly where the market has failed or is insufficient to the scale of the challenge e.g. InvestSefton, Sefton@work
  - The Council bids and delivers externally funded projects, e.g. the Sub-Regional £17 million REECH (Renewable & Energy Efficiency in Community Housing) Project
  - It can influence the local economy through its mainstream operations by virtue of its size, with;
    - 6,500 employees
    - Annual payroll of £x million p.a.
    - Procurement of goods and services of £x million p.a.
    - Extensive regulatory functions
- 8.3.3 In the current climate, with gap funding much less available, the Council will lead less by delivery of programmes and more by the exercise of its leadership, co-ordination and facilitation roles.
- 8.3.4 The adoption of voluntary Agreements with developers, investors, employers and suppliers (section 7.4) is a good example of the Council’s unique and distinctive role in securing added value.
- 8.3.5 The Council is also under an obligation to deliver its services with efficiency and value for money, and to align its expenditure and plans with other parts of the local public sector. The Council will participate in Community Budgets and other alignment initiatives.
- 8.3.6 This will include a review of all business-facing services across the authority; an audit of their cost and effectiveness; and action to simplify the customer journey in all transactions with the Council.

Diagram to illustrate the ongoing and future governance of Sefton's Economic Strategy



## 9. Implementation

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### 9.1 Strategic Management

9.1.1 The Economic Strategy will be approved by the Cabinet of Sefton Council, and the Cabinet Member for Regeneration & Housing will have lead responsibility for implementation.

9.1.2 Overview & Scrutiny (Regeneration & Environmental Services) will scrutinise the Cabinet Member's performance, and review major policies.

9.1.3 The Cabinet Member will report to Sefton Borough Partnership on the delivery of the Strategy.

9.1.4 The Strategy is to be implemented through an annual rolling cycle of

- Action Planning
- Performance Management
- Stakeholder Engagement

9.1.5 An **Action Plan** and **Performance Management Framework** will be brought forward for 2012/13, and shall be approved by the Operations Board as the basis for planning and review.

9.1.6 A **Stakeholder Engagement & Communication plan** shall also be agreed by the Cabinet Member and presented to the Consultation & Engagement Standards Panel. The plan will set out how stakeholders can expect to be informed and involved in the planning, delivery and evaluation of the Action Plan.

### 9.2 Driver Plans

9.2.1 The five strategic objectives (Section 7) each represent a coherent area of activity, but in practice are populated by multiple partners, many concurrent interventions, and initiatives at different geographical scales.

9.2.2 Some of these drivers are well-advanced with fairly sophisticated management and delivery mechanisms (e.g. Visitor Economy), while others are still developing capacity (e.g. Knowledge Economy). The LEP has assumed overall responsibility for the City Region's transformational actions.

9.2.3 However, wherever additional local coherence, accountability and value added are required, we will develop Sefton-wide partnership and co-ordination arrangements – "**Driver Plans**". These will be formulated in Plans that set out the expectations and ambitions of partners, and will provide the basis for securing the key outcomes.

9.2.4 We expect these Driver Plans to be necessary for;

- Business and Enterprise
- SuperPort (Port of Liverpool Expansion)
- Low Carbon Economy (Sustainable Energy Action Plan)
- Knowledge Economy (advanced manufacturing, superfast broadband)
- Construction

9.2.5 Existing partnership machinery and delivery mechanisms will be utilised and further developed, where appropriate:

- In the case of the Visitor Economy we will continue to work within the existing framework for Sefton and the Liverpool City Region (Southport Tourism Business Network and TMP).
- Rural enterprise development will be pursued within the policy context set by the Merseyside Rural Economy Action Plan.
- In terms of maximising the benefits of growth, the LCR Employment & Skills Board is co-ordinating the preparation of Work & Skills Plans in each district. Sefton will work within this framework to ensure it takes account of Sefton's priorities under the Economic Strategy, and that all significant cross-border issues are addressed.

### **9.3 Strategic Regeneration Frameworks**

9.3.1 The SRF for South Sefton/North Liverpool was launched in May 2011, and a Delivery Plan has been prepared. It will be significantly enhanced with ongoing work on port expansion and the future of Bootle Town Centre & Office Quarter.

9.3.2 A review of the Southport Investment Strategy will take place and a new one agreed with Southport Tourism Business Network and Southport Area Partnership within the time frame of this Economic Strategy.

9.3.3 The Cabinet Member – Regeneration & Housing will lead the Council's input to the two SRFs and account for their performance.

9.3.4 Each SRF will account to the relevant Area Partnership and their stated priorities and action plans.

### **9.4 Resources**

9.4.1 In the past the Council relied on its ability to attract large-scale public sector programmes such as Single Regeneration Budget, Objective 1, Working Neighbourhoods Fund and LEGL to drive economic regeneration. This era is now over.

9.4.2 A more thoughtful approach is now required based on;

- Maximising the benefits for Sefton of the remaining external funding. Examples are the government's Regional Growth Fund (2012-15), Growing Places Fund, Coastal Communities Fund, EU Structural Funds (up to 2013, and post-2013) and Lottery Funds.
- Generating income. As partners we may be able to generate income above and beyond costs, from contracts (payment by results), or subscription services.
- The devolution of powers and resources to the core cities. This is potentially very important, for example the impact of an elected mayor in Liverpool with a remit for economic development.

9.4.3 In the medium to long term there are three strong candidates for a stronger revenue base to economic development:

- Building the borough's tax base (business rates) – With the retention of business rates by the Council, there is a direct financial incentive to maximise rates yield. This is in addition to existing powers to levy supplementary business rates and establish a Business Improvement District. New powers of Tax Increment Financing will permit local authorities to borrow against future rates income to fund infrastructure that unlocks development and generates new rateable floorspace.
- Co-investment with the private sector – Joint ventures involve the local authority partnering with a commercial investor and/or operator. They can forward-fund economic development in an era of public sector expenditure restraint:
  - A Local Asset Backed Vehicle (LABV) allows Council assets to be placed in a joint pot, attracting private investment finance to develop the asset, retaining developer's profit, and ploughing it back into a rolling programme of site acquisition/development.
  - An Energy Services Company engages a commercial partner in the generation and re-sale of renewable energy to create a long-term income stream.
- Redirecting savings upstream into preventative services (invest to save) – Sefton is participating in Community Budget which encourages the local authority to recycle funds from high-cost services by early and preventative intervention.

9.4.4 The two Strategic Regeneration Frameworks will provide the first opportunities to develop new joint ventures of this kind in a real world setting.

## 9.5 Performance Monitoring

- 9.5.1 The Sefton Economic Assessment was a one-off baseline and will not be repeated each year, but the key data sets will be updated in line with the SBP's developing priorities for information sharing through Sefton Understood.
- 9.5.2 A Performance Monitoring Framework will be developed to capture the broad range of outcomes associated with the implementation of the Strategy.

## 10. Sefton Economic Strategy – Summary of the Framework for Action

<i>Challenge Response</i>	<i>Objective</i>	<i>key Initiatives</i>	<i>Partners</i>
<p><b>Increase the number of businesses</b> in line with the size of the population;</p>	<p><b>Obj 1: More new starts to replenish the business population:</b></p> <ul style="list-style-type: none"> <li>• Increase start-up and survival rates</li> <li>• Promote an enterprise culture</li> </ul>	<p>Application of the Enterprise Growth Model</p> <p>Enterprise initiatives and promotion in Sefton schools and communities</p> <p>Deliver Stepclever Legacy Fund grants to start ups in Derby/Linacre wards</p> <p>Establish partnership arrangements for delivery of 1:1 business start up advice &amp; support in Sefton</p> <p>Support for new and emerging social enterprises</p>	<p>Sefton Businesses Individual Entrepreneurs Sefton Chamber of Commerce Sefton Economic Forum SENV ERDF project 18 partners that include SSDT</p> <p>Alt Valley Partnership ERDF project delivering start up support across Merseyside</p>
<p><b>Increase business performance/productivity</b>  growth-oriented; outward-facing businesses (export potential);</p>	<p><b>Obj 2: Grow existing businesses and attract additional investment:</b></p> <ul style="list-style-type: none"> <li>• Avert closures and retain capacity</li> <li>• Sustain &amp; grow existing businesses</li> <li>• Promote self-help</li> </ul>	<p>Customised business advice &amp; support for high growth businesses and those in target sectors.</p> <p>Universal support for all businesses utilising a one to many approach</p> <p>Retention of key employers including business turnaround support</p> <p>Establish Sefton Economic Forum as premier business involvement &amp; consultation vehicle including new executive</p> <p>Re-establish STBN as a fully featured Destination Management Organisation</p> <p>Facilitate inward investment &amp; maximise investor development</p> <p>Target growth-orientated; outward-facing businesses (export potential);</p> <p>Business engagement plan, from communication, through self-help and service take-up, to business networks and championing Sefton</p> <p>Support for developing and growing existing social enterprises</p>	<p>Sefton Economic Forum Sefton Education Business Partnership Liverpool City Region P4 Providers Sefton Chamber of Commerce Federation of Small Businesses The Mersey Partnership South Sefton Development Trust Sefton Economic Forum Private Sector Southport Tourism Business Network</p>

<b>Challenge Response</b>	<b>Objective</b>	<b>key Initiatives</b>	<b>Partners</b>
<p><b>Support investment in LCR growth sectors</b></p> <p>Focus on niche sectors relevant to the Knowledge Economy</p> <p>Design local solutions to maximise investment opportunities planned for the 4 LCR Growth Drivers and Construction;</p>	<p><b>Obj 3: Target sectors/clusters with greatest potential for increased performance:</b></p> <ul style="list-style-type: none"> <li>• Superport – maritime cluster of port-related businesses, port-centric logistics</li> <li>• Visitor Economy – Southport’s tourism/leisure offer, new all-weather attractions</li> <li>• Knowledge Economy – more advanced manufacturing, higher end financial and professional services, digital and creative sectors</li> <li>• Low Carbon Economy – retrofitting homes &amp; businesses, low emission transport, sustainable energy generation, offshore wind, local supply chains</li> <li>• Construction</li> <li>• Rural businesses</li> </ul>	<p>Completion of River Terminal by 2015; Intermodal freeport terminal; Port Centric Business expansion (long term) at Regent Road/Derby Road; resolving port access.</p> <p>Deliver Southport’s Visitor Economy Strategy – incl opening of a viable Cultural Centre and Market Hall; Future restoration of Kings Gardens; Development of Marine Park; Activity associated with Hotel and Conference Destination, Golf Coast and town centre promotion and marketing; and Visitor Events. Aim to deliver through new public/private sector partnership.</p> <p>Through pursuit of Obj 1 and 2 capitalise on digital infrastructure opportunities, the existing Financial and Professional Services Sector, Identify opportunities that would support Creative and Digital clustering in Bootle, Bridle Rd/Dunnings Bridge Rd and Southport Business Park, Support opportunities for Superfast Broadband</p> <p>Through pursuit of Obj1 and 2 promote Sefton as a base for offshore wind &amp; local supply chains, provide business support for existing firms and new enterprise in the Low Carbon field; retro fitting of older housing and completion of REECH by 2013/14. Support opportunities for promoting Photovoltaic Panel Installation Schemes and Electric Vehicle take up e.g Charging Points. Aline &amp; develop training courses to meet employer requirements.</p> <p>Construction networks and local resourcing of goods, services &amp; suppliers, through Build Sefton</p> <p>Develop new business opportunities for Sefton Rural sector businesses</p>	<p>Peel Ports, Sefton Council, BIS/DFT Liverpool CC, Highways Agency, Homes &amp; Communities Agency,</p> <p>Sefton Tourism Business Network, Southport Partnership,</p> <p>Private Sector, Invest Sefton, Sefton Chamber and Sefton Economic Forum</p> <p>Private sector (utility companies, Green Deal providers, financial institutions, other corporates); Other public (LAs, Health, FE/HE); VolCom sector (RSLs, Coops) Build Sefton and Private Sector</p>
<p><b>Enabling actions to support the Environment and Infrastructure</b></p> <p>that can unlock investment opportunities</p>	<p><b>Obj 4: Enabling actions:</b></p> <ul style="list-style-type: none"> <li>• Bring forward land for employment</li> <li>• Improve access to employment zones</li> <li>• Ubiquitous IT &amp; energy infrastructure</li> </ul>	<p>North Liverpool &amp; South Sefton SRF:</p> <p>Develop a Master Plan and Investment Programme in preparing the Port Hinterland and Dunnings Bridge Road area for Port Expansion (Employment, transport, environment, homes)</p>	<p>Sefton Council Peel ports Homes and Community</p>



Challenge Response	Objective	key Initiatives	Partners
		<p>Continue to Develop the Bootle TC Stakeholder group and proposals</p> <p>Southport Investment Strategy:</p> <p>Produce a new SIS</p> <p>Roll-out of superfast broadband</p> <p>Grasp opportunities to address immediate issues concerning adequate power supply on employment sites, whilst undertaking development work to bring forward Decentralised Energy Systems</p>	<p>Agency Highways Agency LCR and LEP STBN</p>
<p><b>Fewer quality jobs than people seeking work;</b></p> <p>develop and refine an integrated package of support for the unemployed and economically inactive; - bridge skills and qualification gaps strengthen relationships between providers (trainers, job broker employment services, clients and business</p>	<p><b>Obj 5: Increase opportunity and employment:</b></p> <ul style="list-style-type: none"> <li>• Meet the employment needs of the Economic Strategy</li> <li>• Maximise the social value of Procurement through local partners to extend local employment &amp; increase Apprenticeship</li> <li>• Improve linkages between opportunity generation and opportunity demand, particularly for disadvantaged communities</li> <li>• Promote economic inclusion - integrating an employment/skills offer with Family support structures and monitoring the impact of welfare reform</li> <li>• Provide coherent structures and increase opportunities for younger people to avoid falling into long term unemployment</li> <li>• Promote the involvement of key employers in the local employment and skills system</li> </ul>	<p>Ensure Sefton accesses freedoms and flexibilities from Government to help us achieve our goals to increase employment and improve our skills system</p> <p>Sefton MBC and its public sector partners will lead by example on devising effective methods to local employment gain into local investments</p> <p>We will clarify and articulate our job capture systems and opportunities to target key areas through outreach and engagement. We will promote refreshed partnerships between our local providers and agencies.</p> <p>Innovative service delivery of employability services in Children’s Centres, alongside DWP Family support project. We will find appropriate methods to supply employability support to Troubled Families</p> <p>We will increase the coherence and alignment of services for workless adults and younger people through improved partnership structures</p> <p>Ensure employers are central to local pre-recruitment and workforce development programmes through <a href="#">Sefton@work</a>. - promote take-up of Apprenticeships - support smaller employers wishing to offer them.</p>	<p>LCR Skills and employment Board, ‘public and private job brokers incl <a href="#">Sefton@Work</a> &amp; job centre plus, HE and FE Colleges and training providers, Connexions, private, businesses who can offer job placement and apprenticeships, Merseyside Local Sustainable Travel Fund, Public health and NHS Sefton</p>

<b>Challenge Response</b>	<b>Objective</b>	<b>key Initiatives</b>	<b>Partners</b>
	<ul style="list-style-type: none"> <li>• Support employment and skills work within a cohesive City Region, advocating the interests of Sefton’s people and employers wherever possible</li> <li>• Ensure that people with health conditions affecting their ability to work are adequately supported</li> <li>• Improve local partnership structures (Sefton employment/VCS/skills providers and brokers) incl sharing of performance data to assess the effectiveness of local provision.</li> </ul>	<p>Continued representation and involvement in sub regional structures such as the LEP, Employment &amp; Skills Board and the SuperPort Committee</p> <p>With Public health and NHS Sefton - provide tailored support to promote employability. Promote workplace health through uptake of the Workplace Wellbeing Charter 2010 <a href="http://www.wellbeingcharter.org.uk">www.wellbeingcharter.org.uk</a></p> <p>We will seek dialogue with Prime Contractors to ensure the effective operation of Work Programme and other DWP/SFA funded provision in Sefton. We will facilitate feedback from local service users to help us assess the strengths of our local systems</p> <p>We will Support the unique involvement of Sefton’s voluntary and community sector in the delivery of local employment &amp; skills solutions</p>	

## **Glossary**

### **Gross Value Added (GVA)**

Put simply, GVA is the value of goods and services produced by an area, sector or producer minus the cost of the raw materials and other inputs used to produce them. For sub-national GVA, ONS uses an income-based measure. GVA is mainly composed of the income made by employees (earnings) and the business (profits/surplus) as a result of production

### **JSA Claimant Count**

The count of claimants of unemployment related benefits, which is known as the claimant count, is based on the administrative records of people claiming these benefits. Since October 1996 this has been the number of people claiming Jobseeker's Allowance (JSA).

The claimant count consists of all people claiming JSA at Job Centre Plus. They must declare that they are out of work, capable of, available for and actively seeking work during the week in which their claim is made.

Only includes people who are claiming Job Seekers Allowance.

### **APS Unemployment**

The definition of unemployment is internationally agreed and recommended by the International Labour Organisation (ILO) – an agency of the United Nations.

Unemployed people are

- without a job, want a job, have actively sought work in the last 4 weeks and are available to start work in the next 2 weeks, or
- out of work, have found a job and are waiting to start it in the next 2 weeks.

Unemployment is higher than JSA because it includes all unemployed, not just those eligible for benefits.

### **Sustainable procurement**

Sustainable procurement is defined as “the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.” (Sustainable Procurement Task Force (2006))