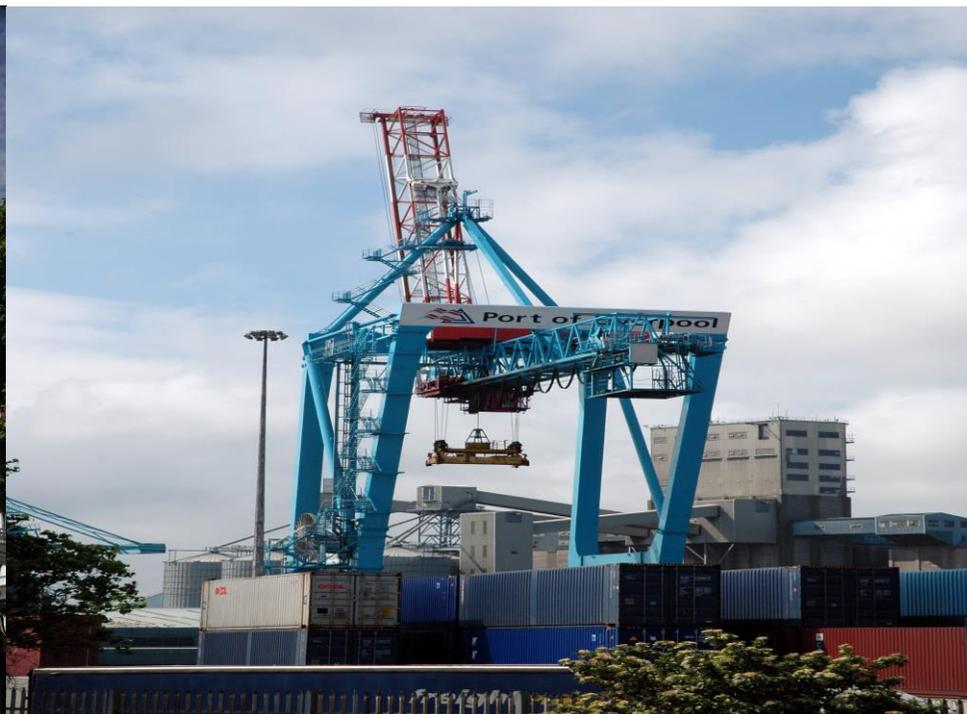


Sefton Economic Strategy

Ninth Performance Monitoring Report

October 2016 –
March 2017



Sefton Economic Strategy

Ninth Performance Monitoring Report

September 2016 – March 2017

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1. Introduction from Marion Atkinson (Cabinet Member – Regeneration & Skills)



It gives me great pleasure to introduce the ninth Performance Monitoring Report on Sefton's Economic Strategy, covering the period October 2016 to March 2017. Here you will find the most comprehensive and up-to-date account of the key labour market and economic trends for Sefton, and what we are doing about them.

There is much to be proud of in Sefton's recent performance, including the strong growth in Professional & Financial Services, and in the Digital & Creative sectors. The stock of businesses is at its highest level since 2004, with 1,145 new businesses added in 2015. The gap in self-employment with the UK has been closed, and Sefton's rate of self-employment is now much stronger than the city region as a whole.

However, I am increasingly concerned at the poor showing of indicators for jobs, unemployment, pay and productivity:

- The gap in workplace wages between Sefton and the UK has increased to over 17%
- On both the old (Jobseekers allowance and new (JSA + Universal Credit) measures, unemployment has risen for the past year
- The number of young people not in education, employment and training is at its highest level for 2 years
- The percentage of Sefton residents with no qualifications has overtaken the rate for the UK
- The rate of growth in output per person is not keeping up with the UK.

Part 2 of the report gives a detailed picture of how we have risen to these challenges through extensive engagement with industry and commerce, targeting growth-oriented companies, bringing forward key sites and premises, renewing infrastructure, and preparing those furthest from the jobs market for new opportunities.

We have commissioned a new Economic Strategy that will set out a strategic response to the new circumstances we find ourselves in – “Inclusive Growth” where we deliberately match up need and opportunity so residents get the best chance in life and chose to work, live and invest in the borough.

I would like to hear from you if you have any comments on our findings and our programmes that are working day in and day out for residents and local businesses.

Marion Atkinson



2. Sefton and the UK Compared

We are better than the UK average for:

JSA claimant rate
 JSA claimant rate young people
 NEET Population

We are similar to the UK average for:

Unemployment
 Business Stock per 1,000 population
 Business births
 Business deaths
 Worklessness Rate
 Overall Claimant Count
 Gross Domestic Household Income
 Sefton Jobs

We are worse than the UK average for:

GVA per head of population
 Average Earnings
 JSA Long term unemployment
 JSA Long term unemployment for young people
 Private sector employment
 Working age population educated to NVQ Level 4+
 Working age population with no qualifications
 Self-Employment
 Employment

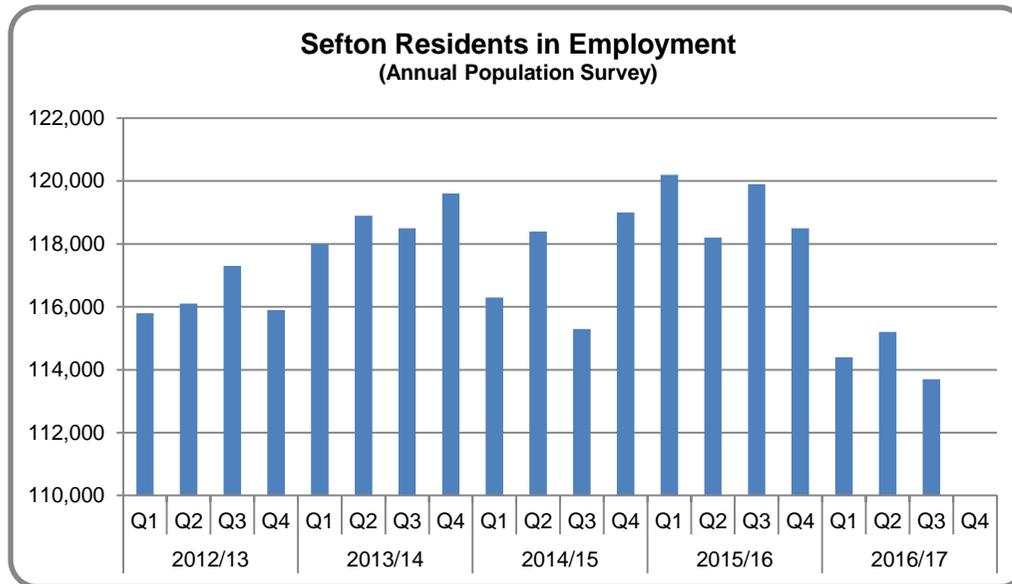
N.B. Source data can be found in Appendix A



3. Sefton's Economic Performance

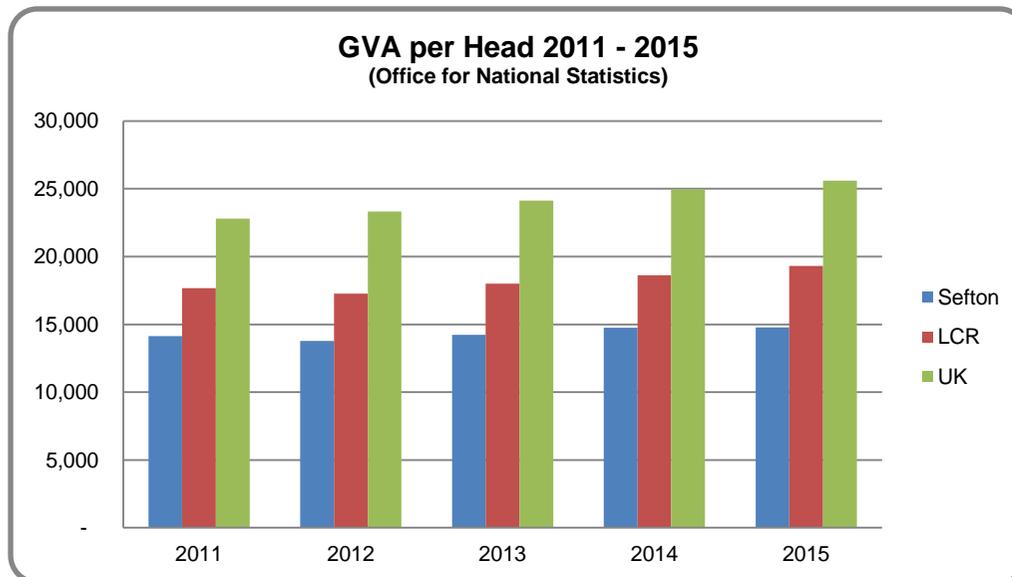


The Economy



In the year to December 2016 the number of Sefton **residents in employment** fell to 113,700

Employment numbers have fluctuated greatly since the economic downturn, and during 2016/17 fell to their lowest level for some time.

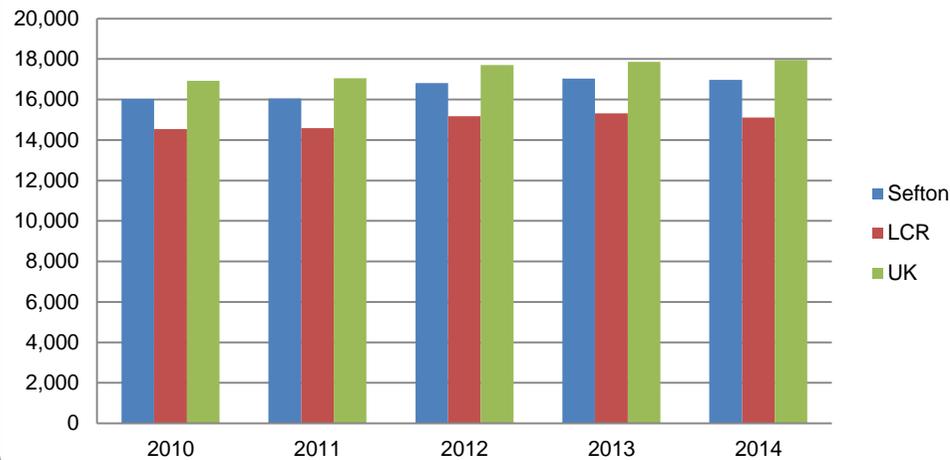


Sefton's **GVA** per head of population (the difference between the cost of producing goods and selling them) rose by 3.9% between 2014 and 2015, to £14,769; however, it remains significantly lower than for the LCR and the UK. The rate of increase over the last 5 years has also been much slower in Sefton

Sefton's businesses are predominantly in the Service sector, which generally speaking does not respond as well to capital investment and automation as does Manufacturing. This makes for lower growth in productivity.



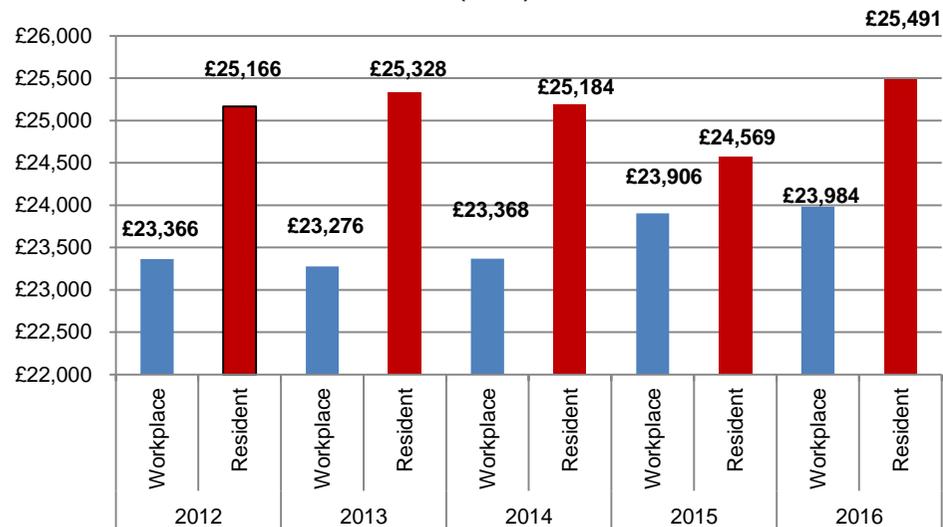
Gross Disposable Household Income 2010 - 2014 (Office for National Statistics)



Gross Disposable Household Income (the amount of money left after payment of tax, NI, pension and mortgage costs) fell by 0.3% in 2014 to £16,978.

The Sefton figure is 11% higher than that for the LCR, which also experienced a fall, but 5.8% lower than for the UK, with the gap widening in 2014.

Average Earnings in Sefton (ASHE)



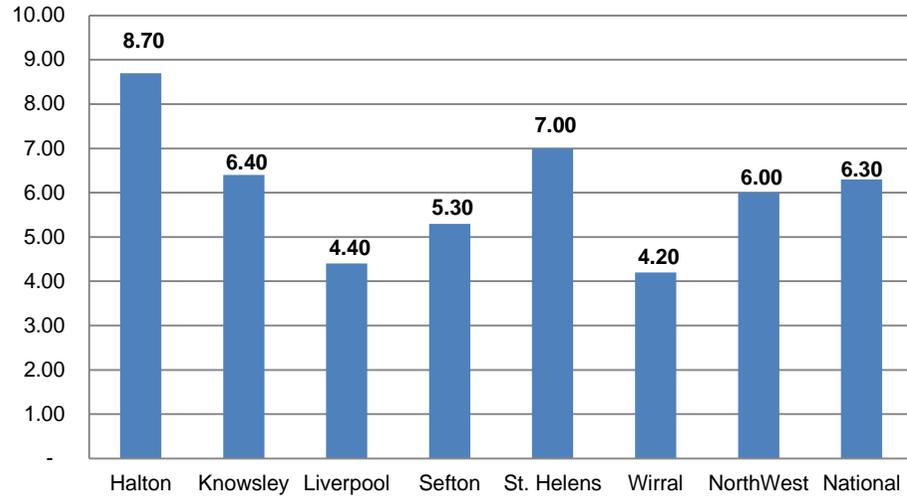
The **average wage** paid by Sefton businesses rose by just 0.3% in 2016. The average full time wages paid in Sefton is currently £23,984. A significantly lower % increase than the LCR and the UK, it is now 8.4% lower than for the LCR and 17.6% lower than the UK.

Resident's wages in Sefton are higher than workplace wages, as many high paid employees and business owners reside in the borough.

A 3.8% rise in the **wages of residents** increased the gap between workplace and resident wages to 6.3%. At £25,491 Sefton's average residents wage is at its highest level for 5 years. The rise was the largest in the LCR, where overall the average wage rose by 1.6%. The UK also saw its annual wage grow by 2.2%, and Sefton's residents wage is currently 10.7% lower than for the UK as a whole.

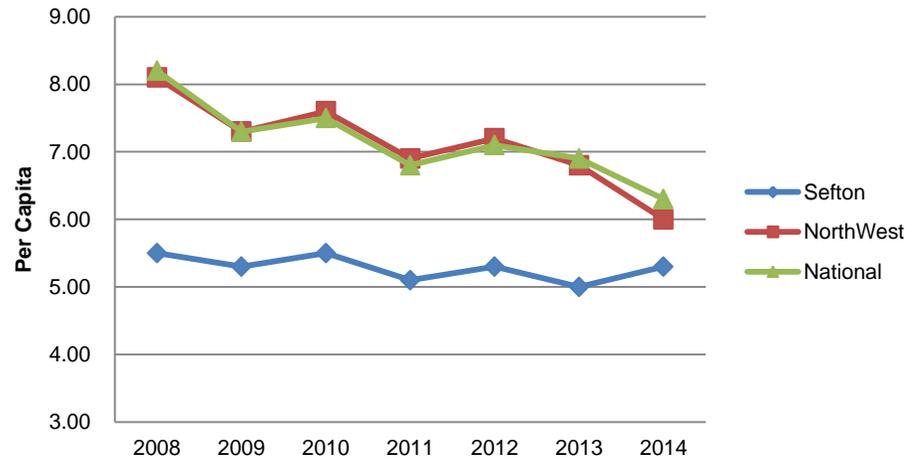


Overall CO2 Emissions Per Capita 2014
(DECC)



Sefton's **carbon dioxide emissions** rose to 5.30 in 2014, and the borough is now third lowest in the LCR, it does however remain lower than both the North West and national figures.

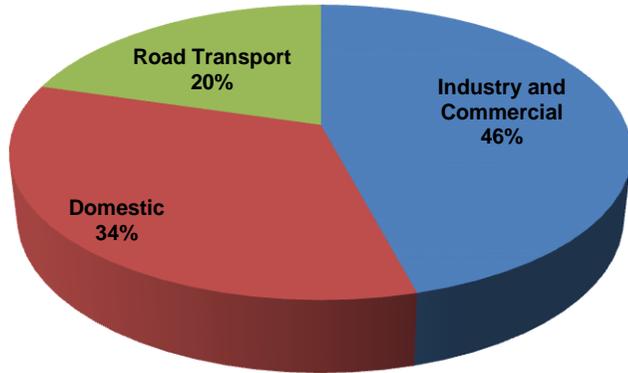
Carbon Emission Trends 2008 - 2014
(DECC)



Despite a rise in emissions, Sefton continued to perform strongly in 2014 against both the North West and National achievements in **carbon reduction**.

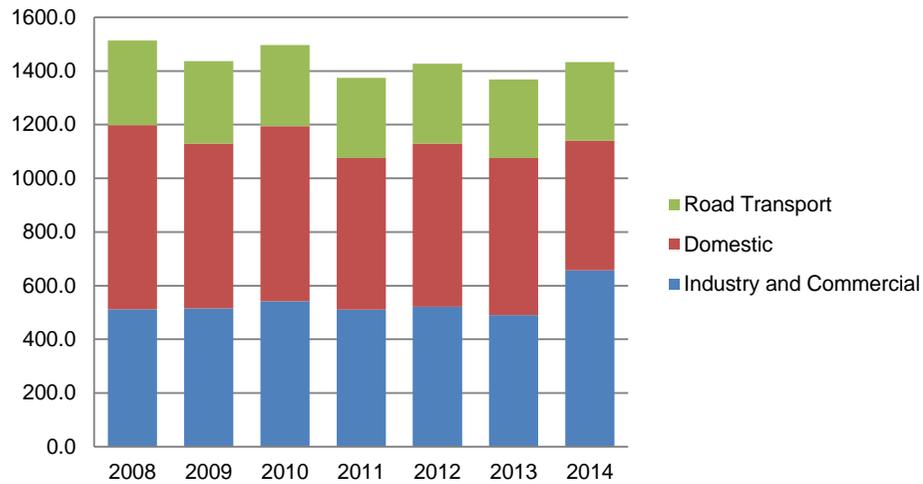


Sefton Carbon Emissions Per Sector 2014
(DECC)



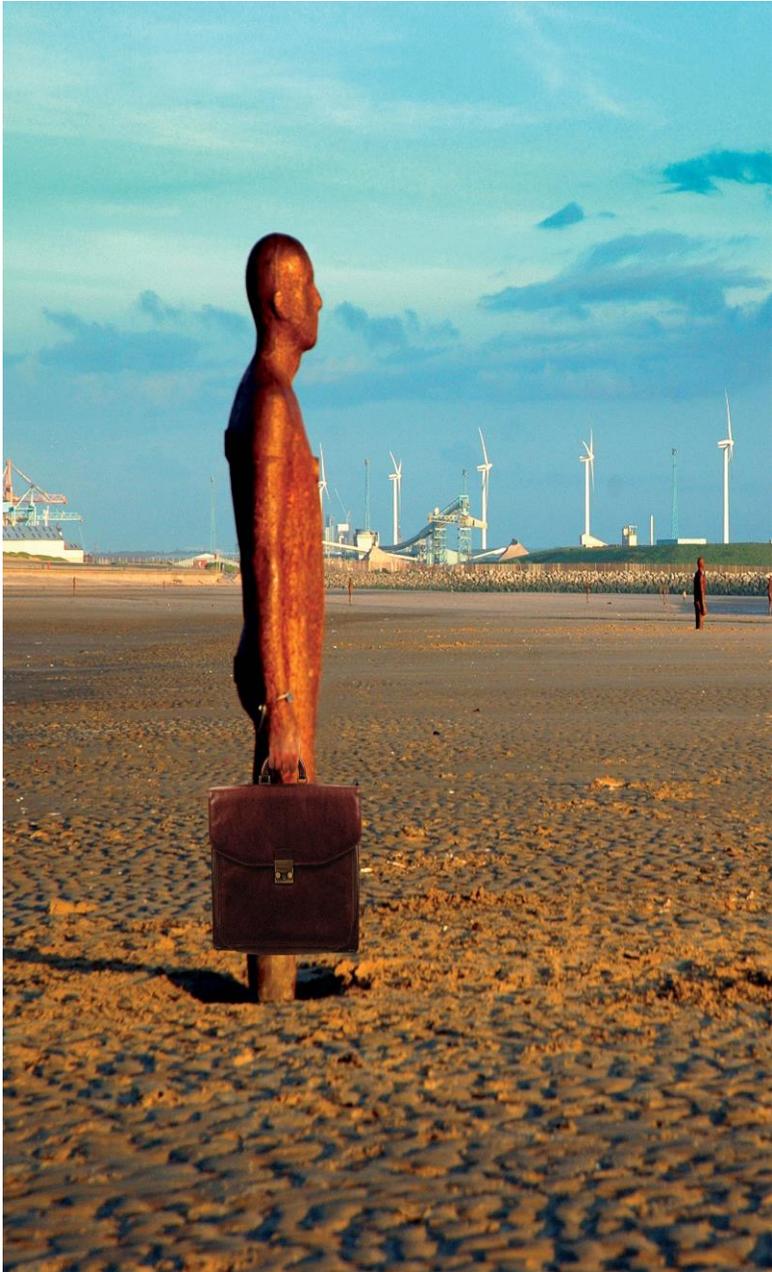
The **Industry and Commercial** sector replaced domestic as the largest proportion of carbon emissions in Sefton in 2014.

Sefton Carbon Emissions Per Sector
(DECC)

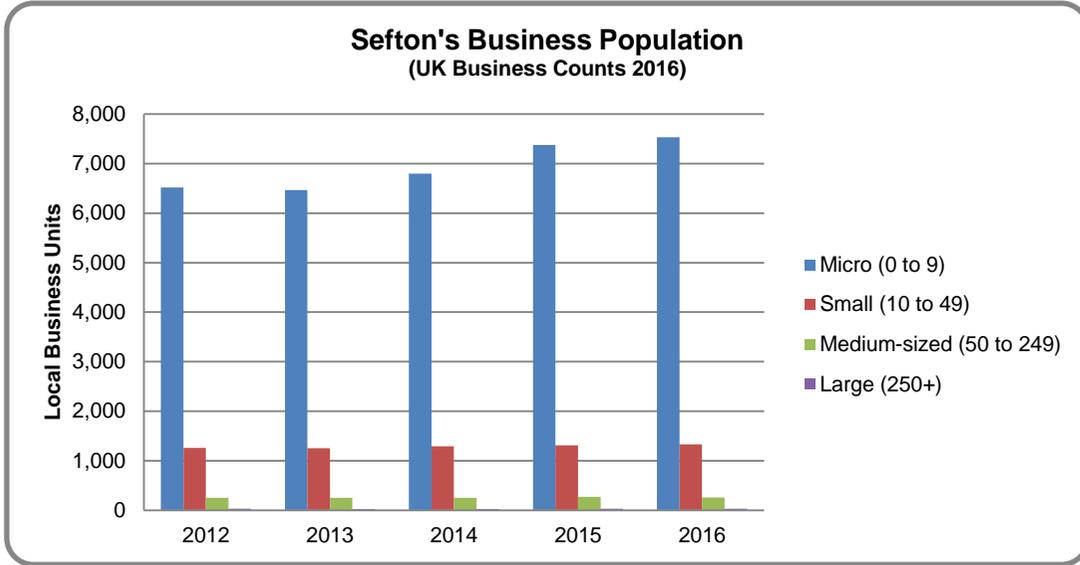


Sefton's **domestic emissions** have fallen by 9% since 2008, whilst those for **industrial and commercial** have grown by 10%.





Businesses

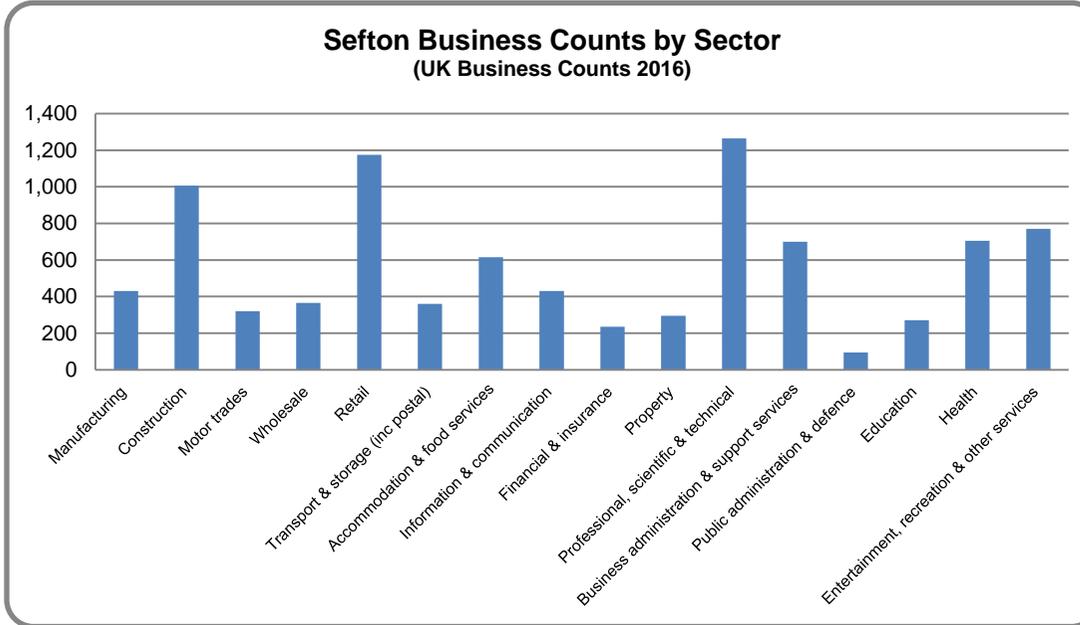


In 2016, Sefton had approximately 9,155 **local business units**; this was an increase of 170 on the previous year.

Since 2015 businesses which only pay PAYE have been included in the count**. With 2 years data now available we can see the true rate of growth 2015-16.

Businesses in Sefton remain predominantly small, with almost 97% employing less than 50 people.

There are very few larger employers in the borough.



Sefton's **largest industry sector** in 2016 continued to be professional, scientific and technical, which has over 1,250 business units in the borough.

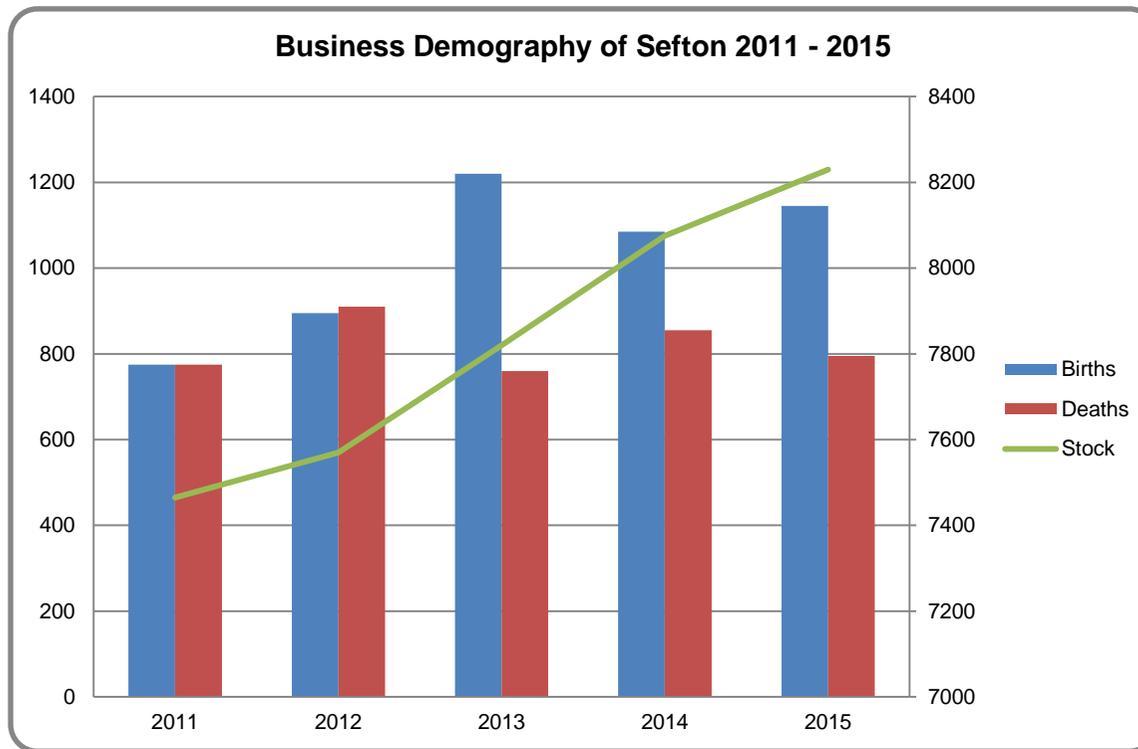
Retail businesses also made up a large proportion of the business population.

The construction sector makes up 11% of business units in Sefton, and saw an increase of 3.6% in 2016.

The public administration & defence and education sector business units fell by 5% and 3.6% respectively, in 2016.

***The coverage of the 2015 UK Business publication has been extended to include a population of solely PAYE based businesses. The introduction of these businesses is not a result of new PAYE births onto the IDBR. These businesses have been operating for a number of years, but due to the risk of duplication have been held outside of the UK Business population.





In 2015 Sefton's **business stock** reached its highest level since 2004. However, the overall rate of growth still remains slower than for the City Region and UK.

Sefton experienced a 1.9% rise in its active business stock in 2015; with an overall increase of just over 10% since 2011.

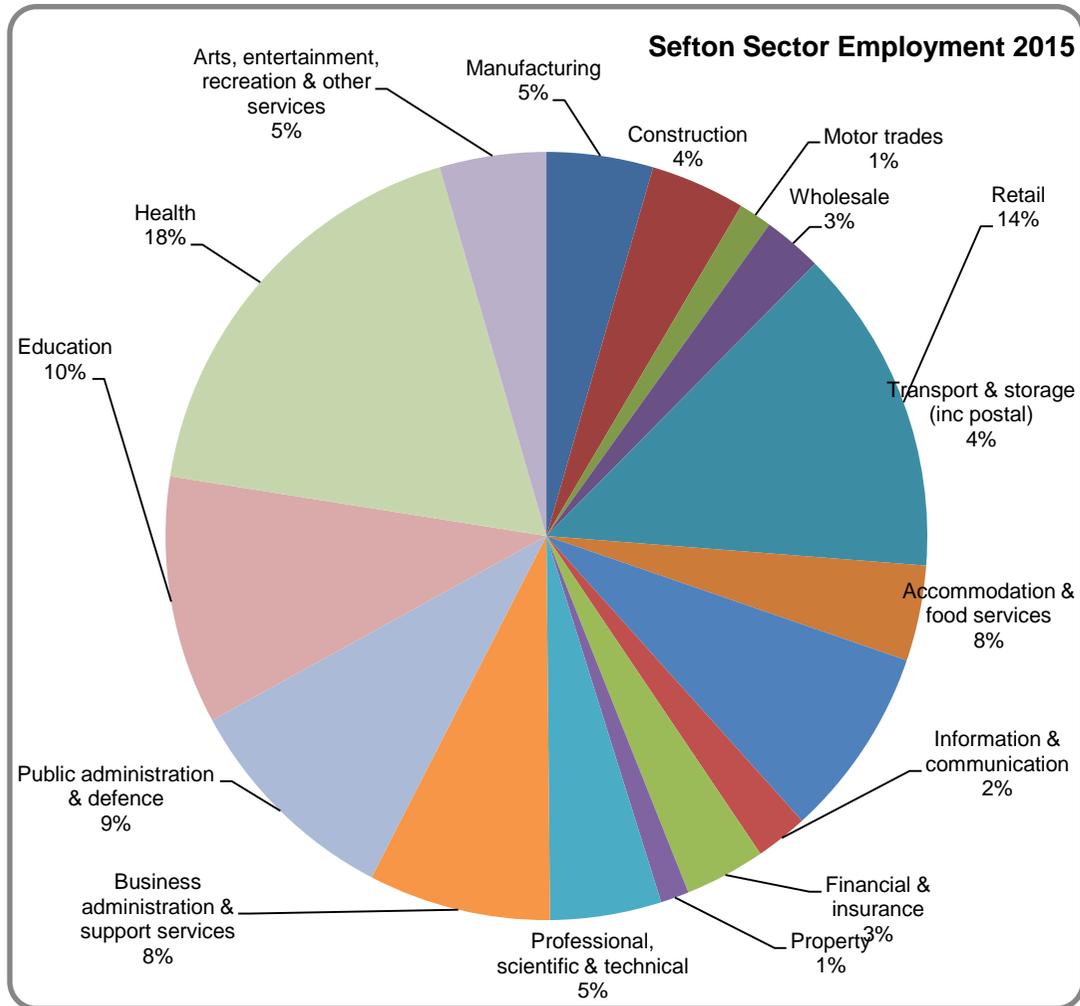
There were 1,145 new **business births** in 2015. This was a 5.5% increase on the 2014 figure.

The number of **business deaths** in Sefton fell by 7% in 2015, making it the joint highest performer in the LCR.

Sefton's business death rate was better than that for the LCR, North West and the UK.

N.B. Business Demography data is only released annually and will always be 18 months in arrears.





The number of people working in the largest employment sectors in Sefton, **health and retail**, remained virtually unchanged in 2015.

The **health sector** currently employs approximately 17.9% of Sefton's workforce (16,400), with 46% (7,600) being based in the north of the borough.

The **retail sector** accounts for 13.7% of employment in Sefton, approximately 12,600 jobs. Again the largest proportion of the jobs, 43%, are based in the north of the borough.

Employment in **public administration & defence** accounted for 10.4% (9,600) jobs in Sefton, 82% of those jobs are based in the south of the borough. This contributes to 18.4% of all employment in south Sefton. The proportion is significantly less than in 2010, when it represented 25% of all jobs in that area.

Jobs in Sefton are predominantly in the **service sector**, representing over 83% of all employment.

Between 2011 and 2015 the **public administration and defence sector** lost close to 2,300 jobs. This sector has been particularly hard hit since the economic downturn and subsequent cuts in government funding. However, in 2015 there was a small rise in employment in this sector, up by 4.8%.

The **professional, scientific and technical sector** experienced an 8% reduction in the number of jobs in 2015, which took the count back to the level it was at in 2013, cancelling out the 2014 rise. The sector has, however, seen an overall increase of 16% since 2011.

The **business administration and support services sector** has seen its employment numbers rise steadily over the past few years.

Employment numbers in the **construction sector** continue to fall, experiencing an 8% loss in 2015 and an overall 17.6% loss from 2011 – 2015. This sector was another particularly hard hit by the economic downturn and the slowdown in house building.



Public & Private Sector Employment 2015
(BRES)

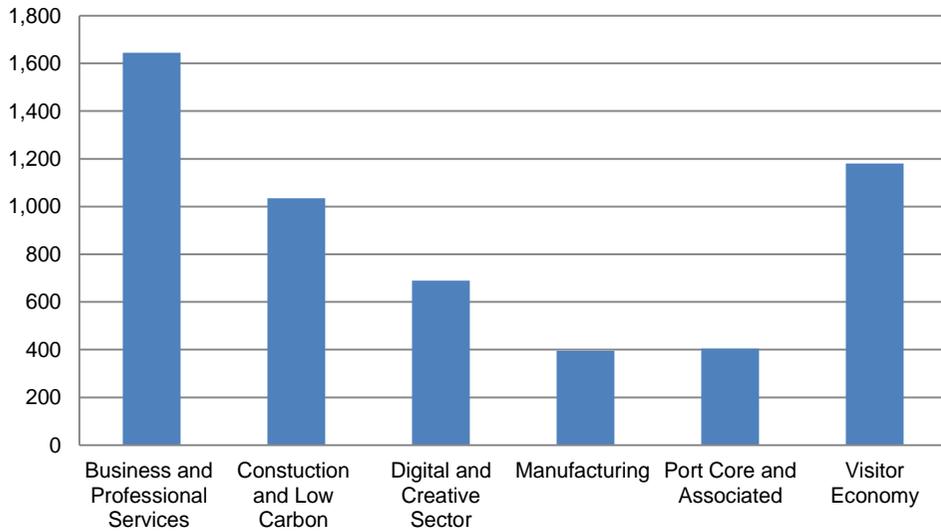


Public sector employment in Sefton fell by 16.5% between 2011 and 2015.

Over the same period there was an increase of 8.4% in the number of **private sector jobs** in the borough, however, the private sector is not growing quickly enough to counteract the high public sector losses.

Despite these recent shifts in the balance of employment, Sefton continues to have a much higher level of **public sector, health and education employment** than the UK as a whole. In 2015, 23.9% of jobs in Sefton were in the public sector, compared with 22.4% in the LCR and 18.6% the UK.

Business Units in Sefton's Key Sectors
(UK Business Counts 2016)



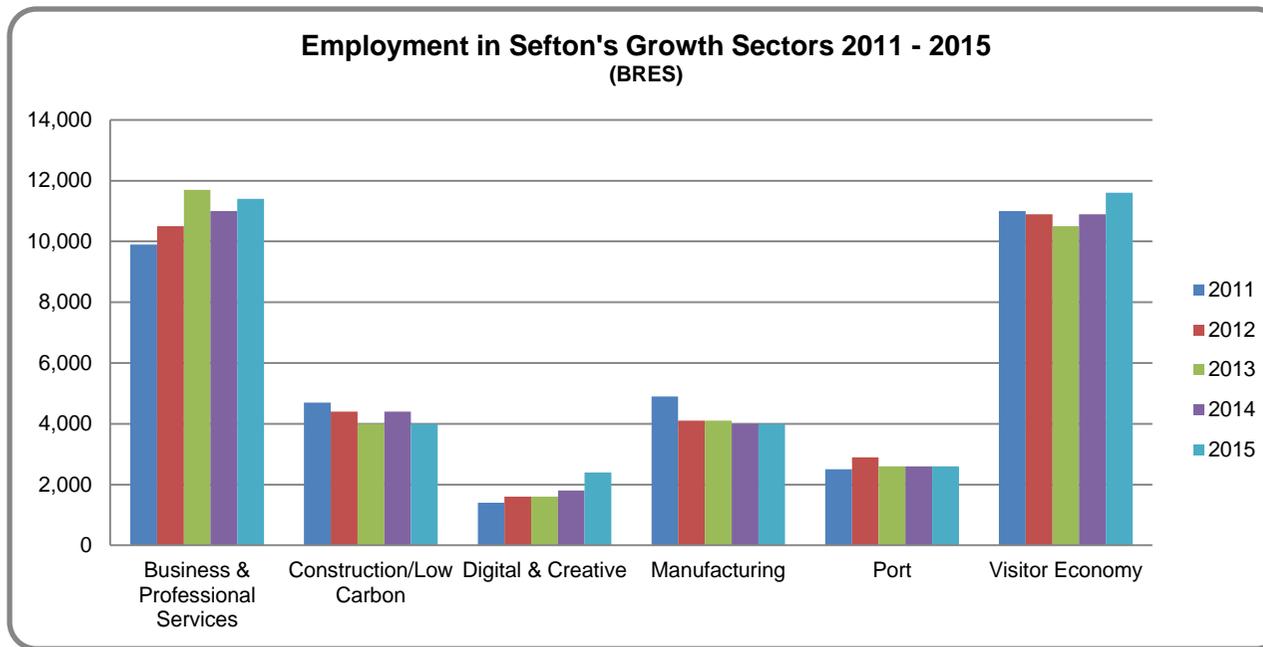
There are currently 5,345 local **business units** in Sefton's **key sectors** (Knowledge Economy including Advanced Manufacturing and Professional & Financial Services, Low Carbon Economy including Construction, Visitor Economy, and Maritime), making up 58.4% of all business units in the borough.

5 out of the 6 **key sectors** in Sefton have seen the number of business units increase in 2016.

Only the **visitor economy** experienced a small 1.5% reduction.

In 2016, the biggest percentage growth was in **business and professional services**, which saw a 6.1% increase in the number of business units.





Sefton is working with the Liverpool City Region on its key Transformational Sectors.

In 2015, approximately 36,000 (39.1%) of Sefton's workforce were employed in the City Region's four **Growth Sectors** (Knowledge Economy, Super Port, Construction/Low Carbon and the Visitor Economy) or in the supporting sectors of manufacturing and construction. The graph shows Sefton's performance in these sectors over a 5 year period.

The knowledge economy brings together elements of three different sectors, manufacturing, business & professional services and digital & creative sectors, which we monitor separately to give a clearer picture of where growth is taking place.

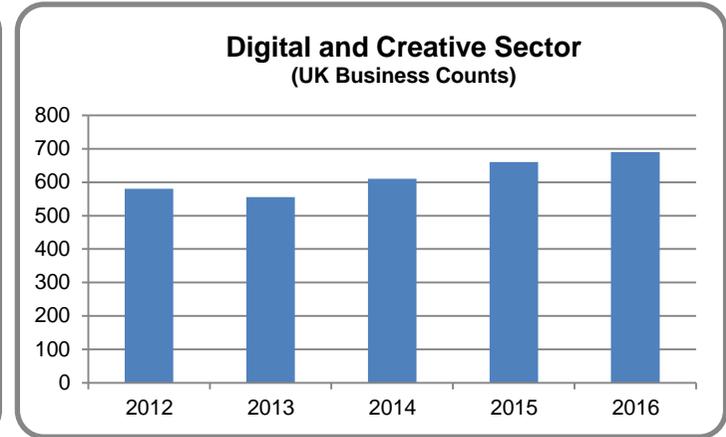
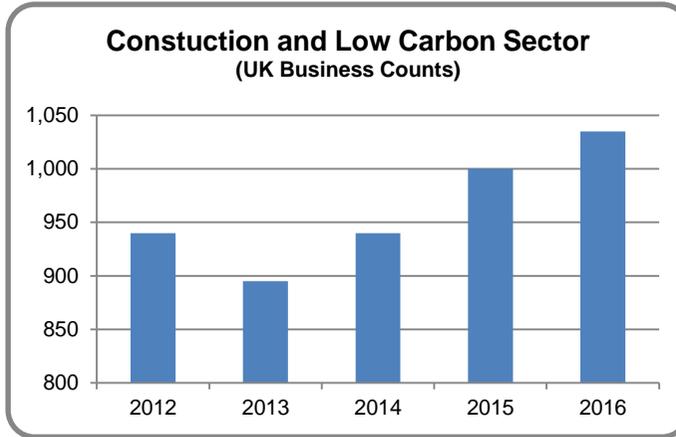
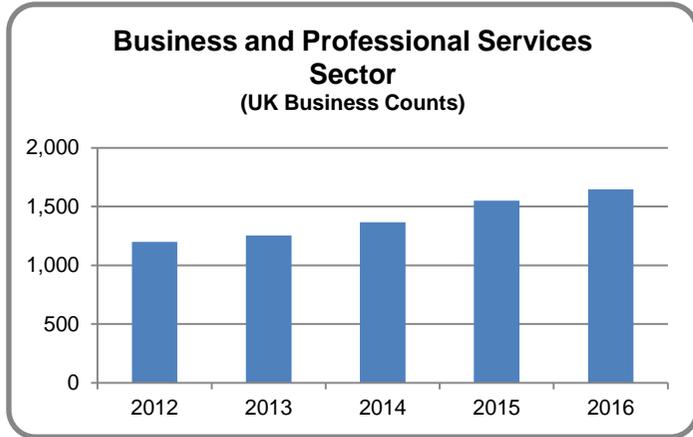
Employment within the digital and creative sector continues to grow year on year, up by 30% in 2015, and by 75% since 2011.

The visitor economy saw its employment numbers rise by almost 6% in 2015, and by almost 5% overall since 2011.

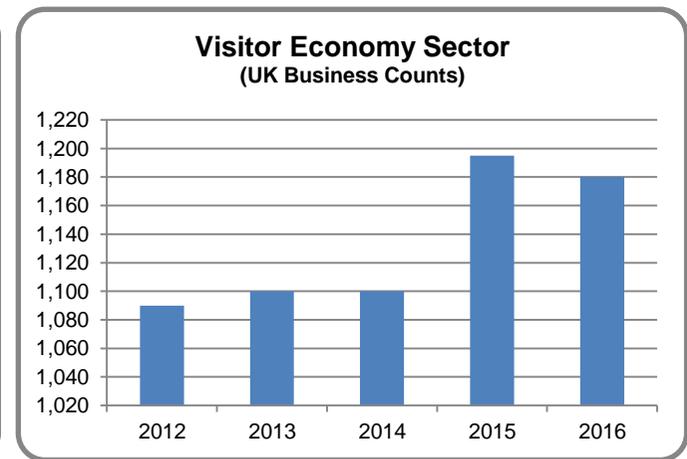
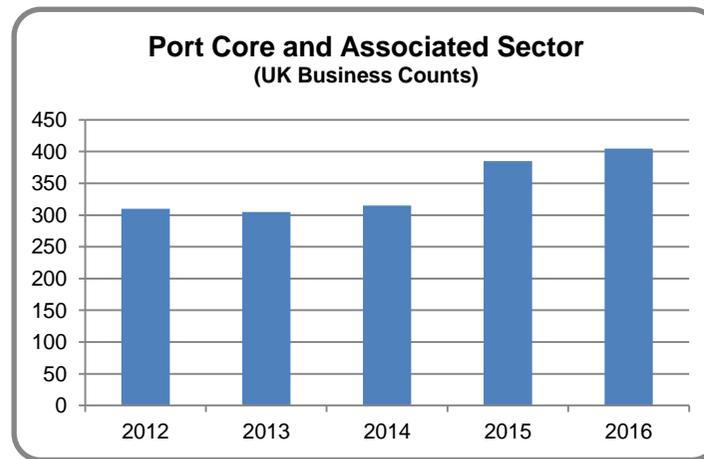
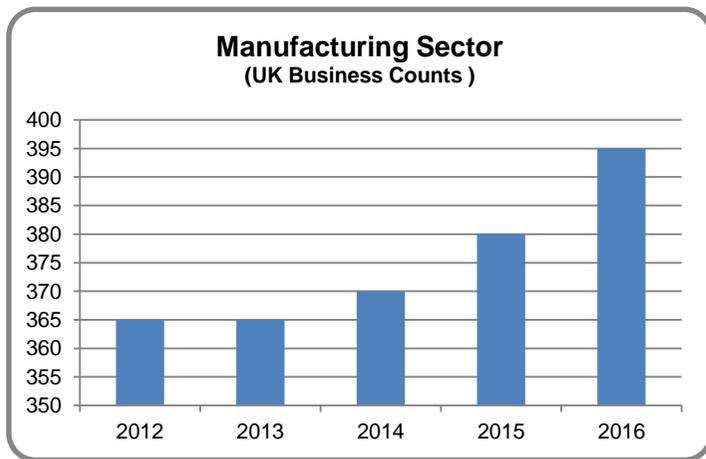
The manufacturing and port sectors both experienced small reductions in the numbers employed, and construction experienced a 7% fall in 2015, employment in this sector has fallen by 15.5% since 2011.



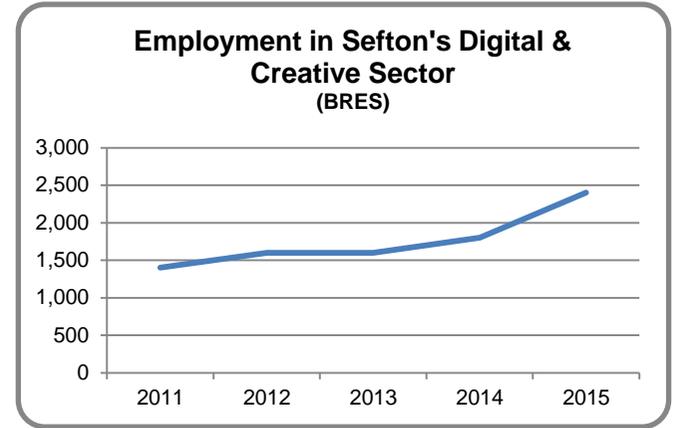
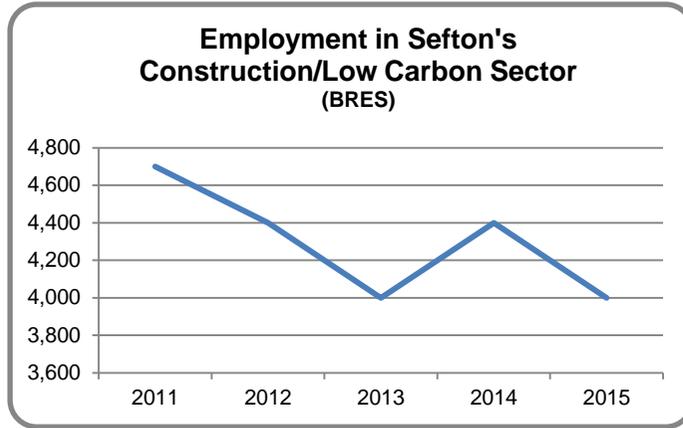
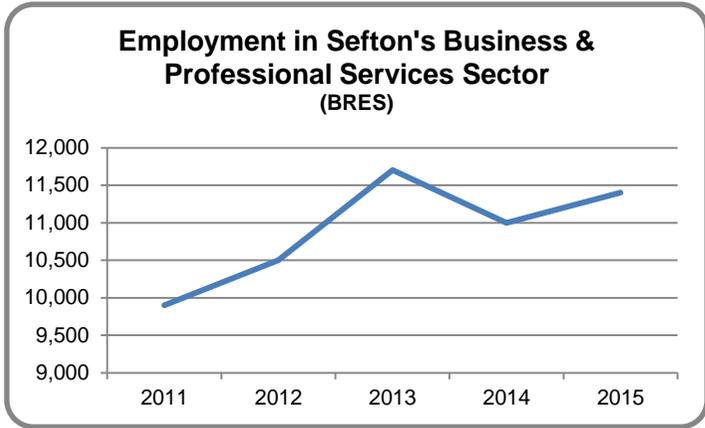
Business Units in Sefton's Key Sectors



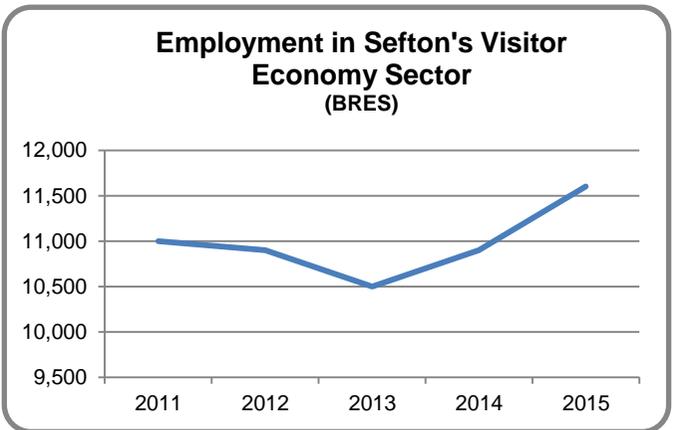
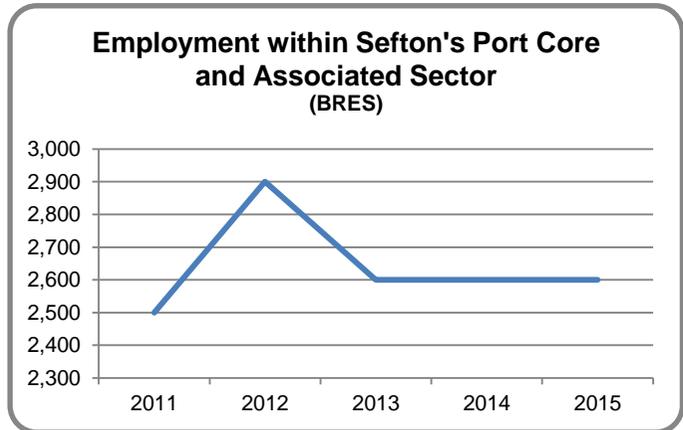
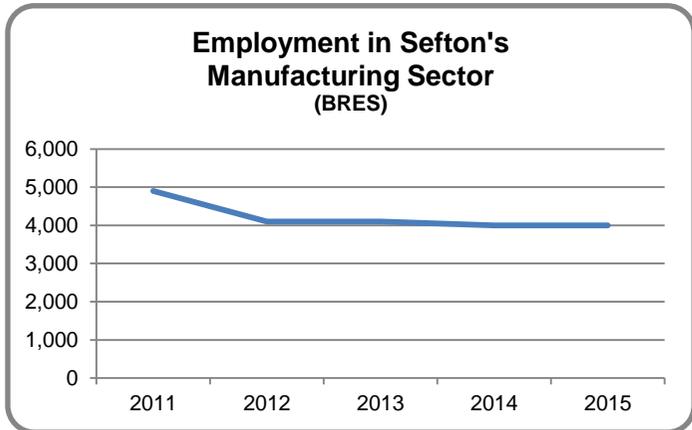
The number of business units within Sefton's key sectors continued to grow in 2016. 5 of the 6 key sectors have experienced some growth ranging from 6.1% in **the business & professional services sector**, to 3.5% in the **construction and low carbon sector**. Now that we have 2 years data using the revised ONS methodology we are able to see more clearly how the business population is changing.

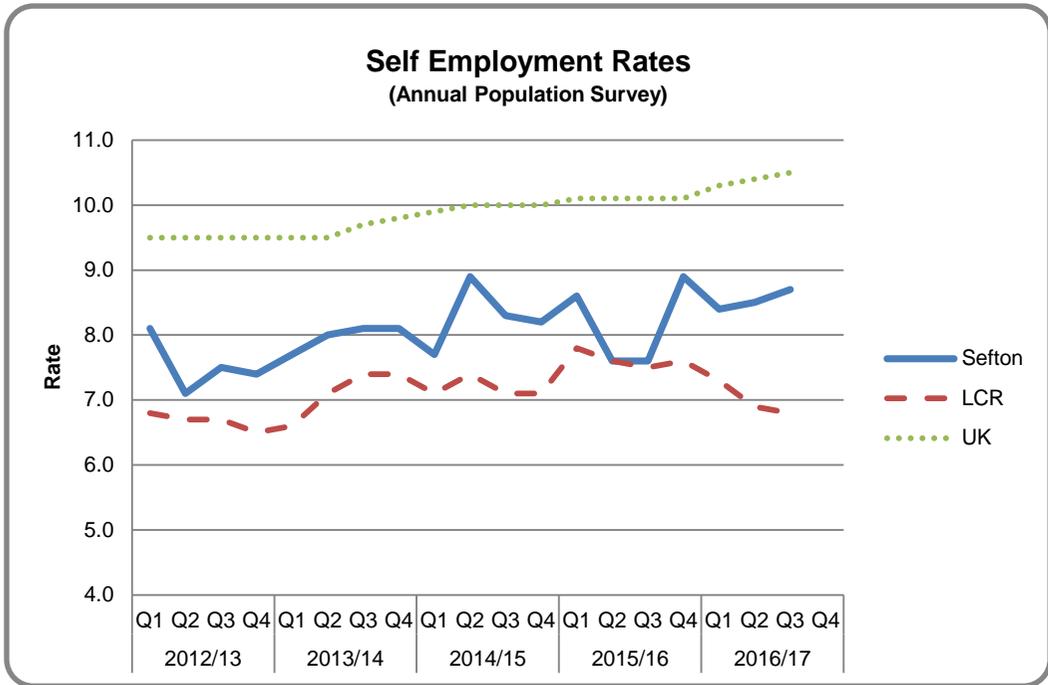


Employment in Sefton's Key Sectors



The latest employment data is from 2015 and showed an increase in the employment levels in 5 of the 6 key sectors. The biggest growth was in the **digital & creative sector** which has steadily increased over the 5 years to 2015. The **construction & low carbon sector** saw the biggest fall in employment numbers during 2015.



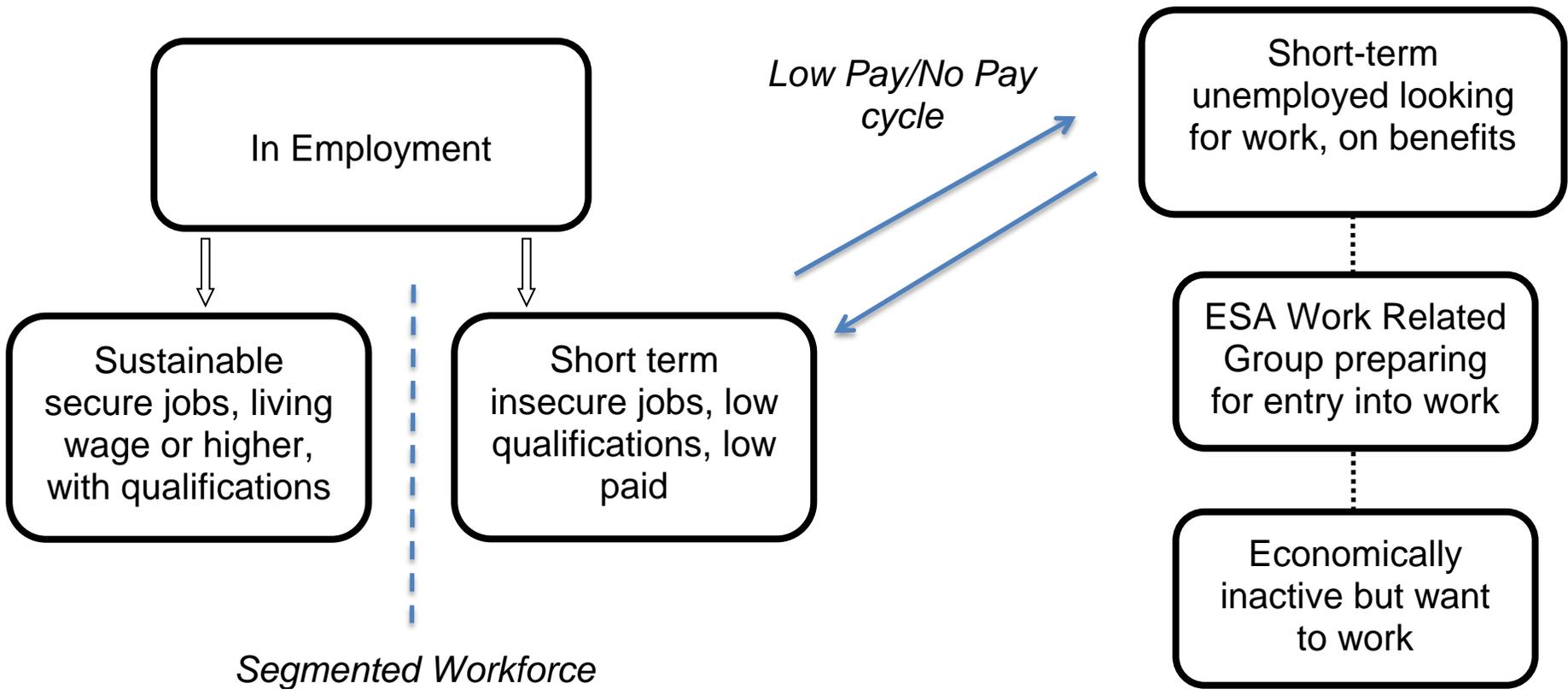


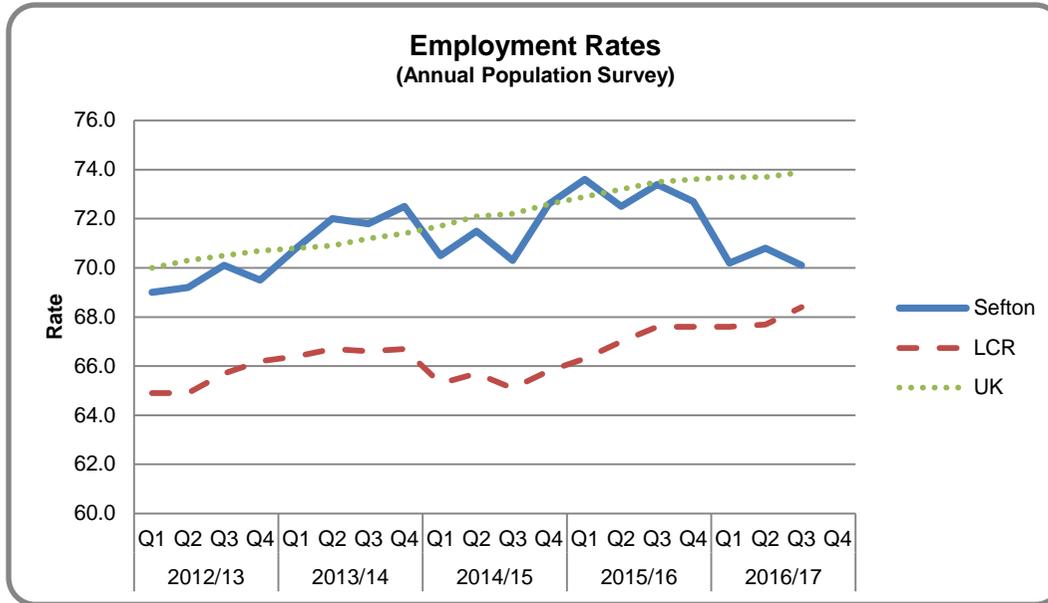
Sefton’s **self-employment rate** stood at 8.7% in the third quarter of 2016/17. This is almost 2% higher than the rate for the LCR. The gap with the UK has closed slightly to 1.8%.

Self-employment rates in Sefton are proving to be very unsettled, whilst the UK self-employment rate has shown a slow but continuous rise. In comparison, the LCR rate has shown signs of decline over the last 12 months.



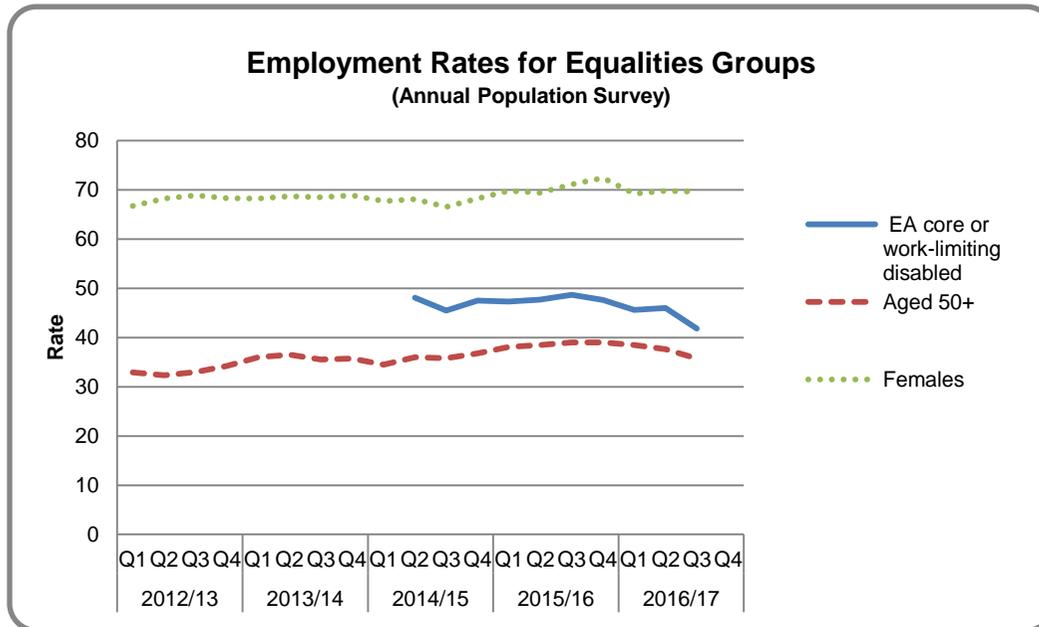
The Labour Market





The overall **employment rate** has continued to decline in Sefton, standing at 70.1% in the period January – December 2016.

This has caused the gap with the UK to widen to 3.8%.



Employment rates in the borough vary for those who are at risk of being disadvantaged.

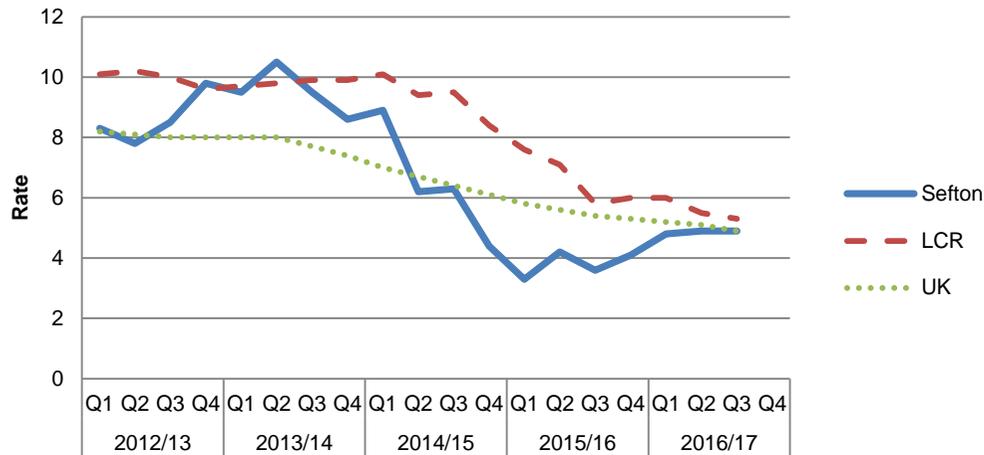
The **female** employment rate in Sefton recovered a little in the last reported quarter and remains higher than both the LCR and UK rates.

The employment rate for **older residents** (aged 50+) fell by almost 3.0%, to 35.7%. This is now lower than for the LCR and has the UK.

The employment rate of **residents living with a disability** fell again in the latest reported quarter to 41.7%; this is similar to the LCR however, the gap with the UK has now widened significantly to 8.7%.



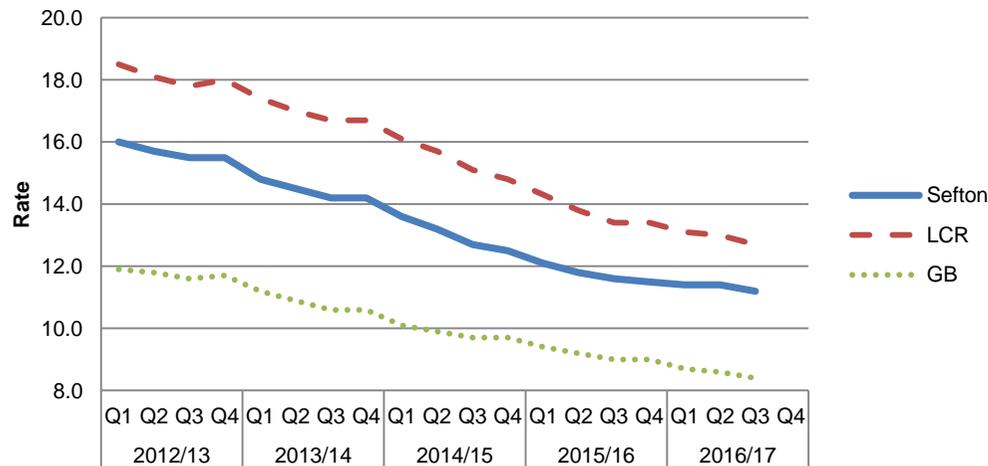
Unemployment Rates (Annual Population Survey)



Overall **unemployment** in Sefton continues to fluctuate but still remains significantly lower than at its peak in 2013.

Unemployment has stabilised over the last 6 months with the rate reported for January - December 2016 at 4.9%, which is 0.4% lower than the LCR and equivalent to the UK.

Out of Work Benefit Rate (DWP)

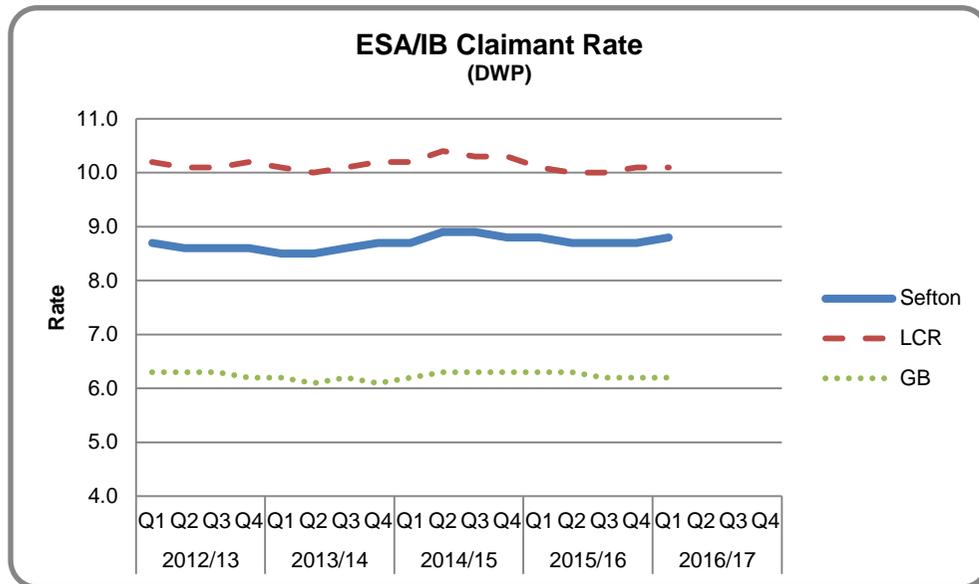


The **Out of Work Benefit** rate in Sefton continues to fall slowly. Rates reached a peak of 16.4% in mid 2009/10 and by November 2016 had fallen to 11.2%. Sefton's rate is now 1.5% below the rate for the LCR, however the gap between Sefton and Great Britain continues to widen, now at 2.8%.

Sefton's improvement is slower than LCR and UK rates, which fell by 0.4% and 0.3% respectively, over the same period

Some of the reduction in out of work benefit claimants will be related to the declining number of JSA claimants as new claimants move onto Universal Credit. At the moment Universal Credit is not included in the Out of Work count.



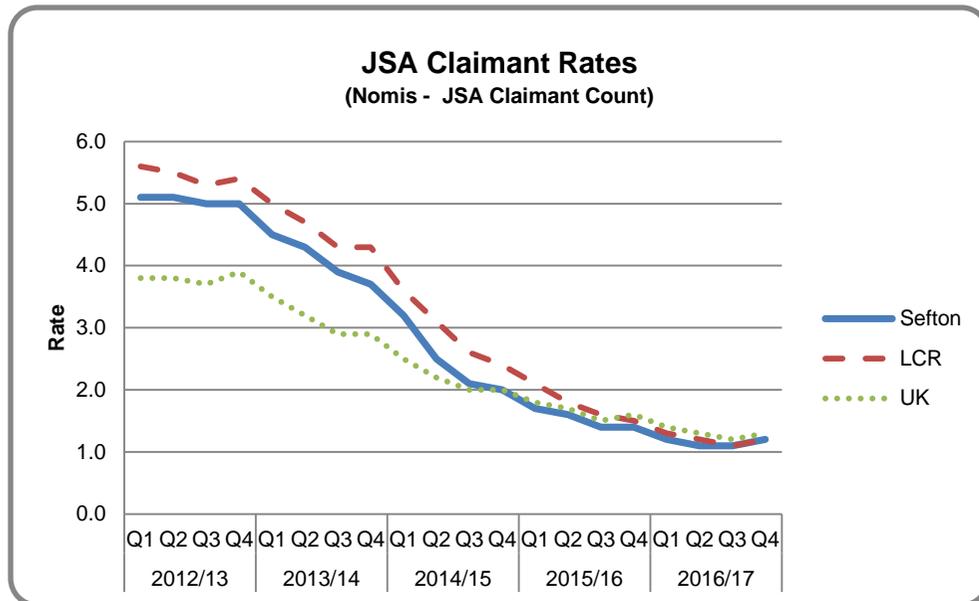


In November 2016 over 78% of out of work benefit claimants were in receipt of **Employment Support Allowance/Incapacity Benefit (ESA/IB)**.

When being assessed for ESA, claimants will fall into three categories:

- Those considered fit for work immediately and moved to JSA
- Those requiring additional support to enable them to prepare for work
- Those classified as being unfit for work.

Claimants requiring additional support and placed in the Work-related group represent approximately 17.0% of all ESA claimants, and continues to fall. In Sefton there has been very little movement in ESA/IB rates over the last reported 6 months, this is a similar picture across the country.



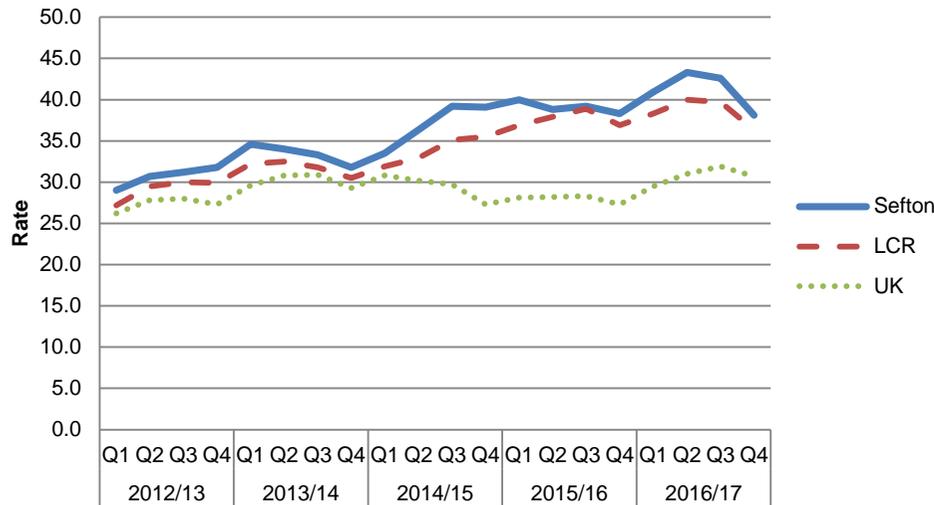
The **JSA claimant rate** continues to be very low across Sefton. The rate in Sefton is currently 1.2%, equivalent to that for the City Region, and 0.1% lower than the rate for the UK as a whole.

With the implementation of **Universal Credit** the on-flow to JSA continues to slow with new claimants being diverted onto the new benefit regime. Sefton’s full roll out to Universal Credit is expected to take place in October 2017.

It should be noted that 2,033 of Sefton’s Universal Credit claimants are classed as “Not in Employment – searching for work”, and are not included in the figures for JSA.



Long Term Unemployment - All Ages (Nomis - JSA Claimant Count)

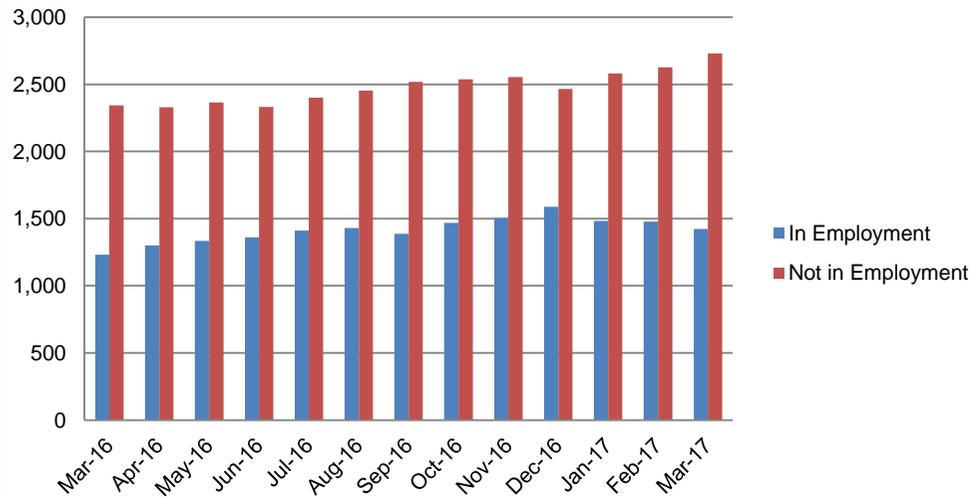


New claimants tend to have more success accessing employment, rather than those out of work for 12 months or more.

Over a quarter of Sefton’s JSA claimants have been in receipt of the benefit for more than 2 years.

Long term unemployment (12 months+) amongst JSA claimants is currently 38.1%. The rate is 1.8% higher than the City Region (36.3%) and more than 7.4% higher than the UK (30.7%), but the gap is closing.

Universal Credit Claimants by Employment Status (DWP)

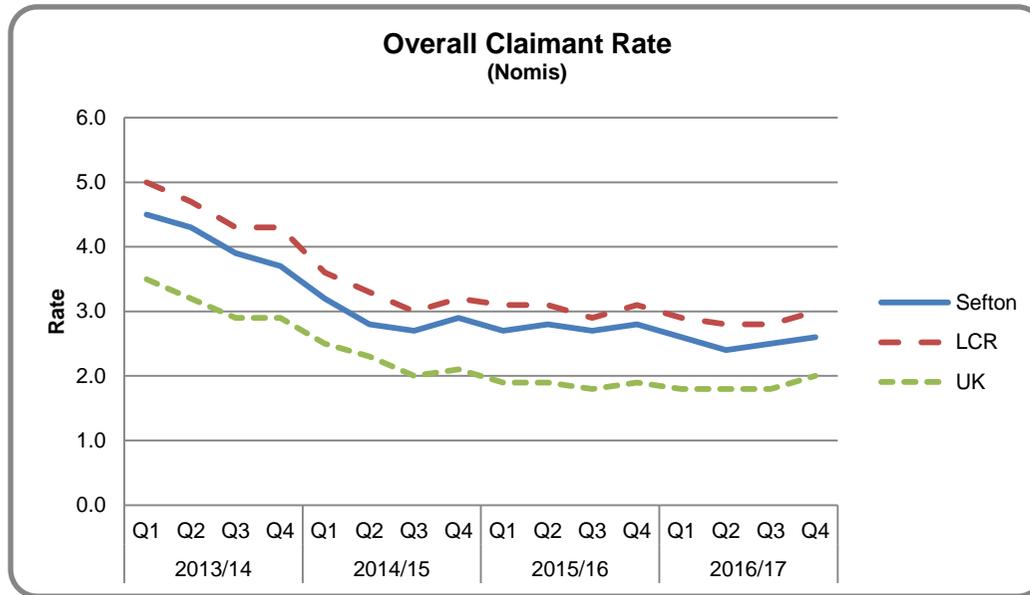


Universal Credit is a single benefit currently being rolled out to replace income based Job Seekers Allowance, income related Employment Support Allowance, Income Support, Working Tax Credit, Child Tax Credit and Housing Benefit.

As Universal Credit is available to claimants both in and out of work, claimants can still receive some benefit when they move into work. Benefits only cease when they reach the earnings threshold.

There are currently 4,155 Sefton residents claiming Universal Credit, with 65.7% of those “not in employment”.

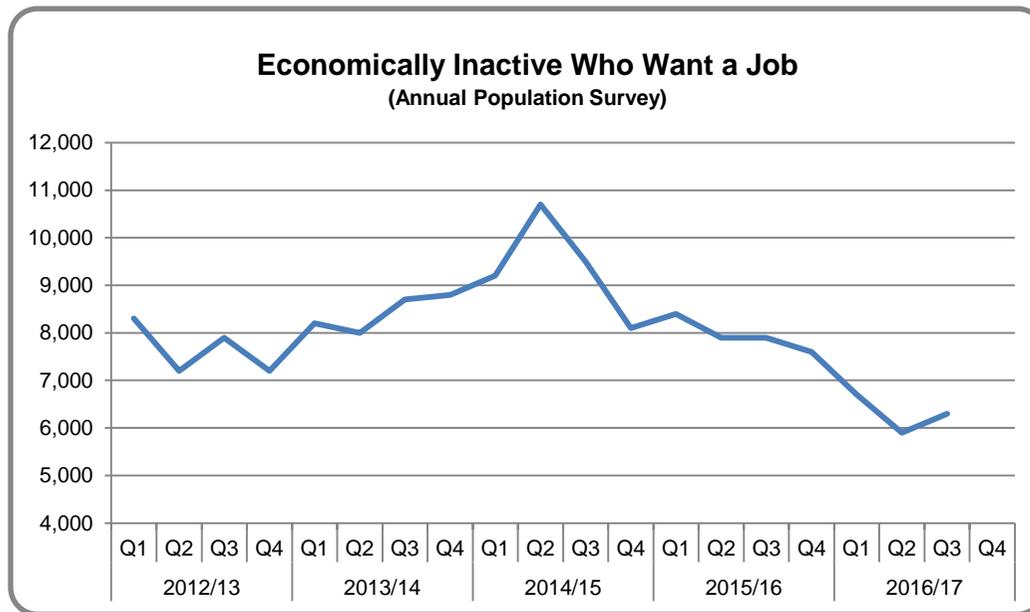




The **claimant count** is a combination of JSA claimants and Universal Credit “not in employment – required to look for work” claimants.

There are currently 4,320 claimants in Sefton, with a claimant rate of 2.6%. This is 0.4% lower than for the LCR but 0.6% higher than the national figure.

The gap with the UK remains unchanged.

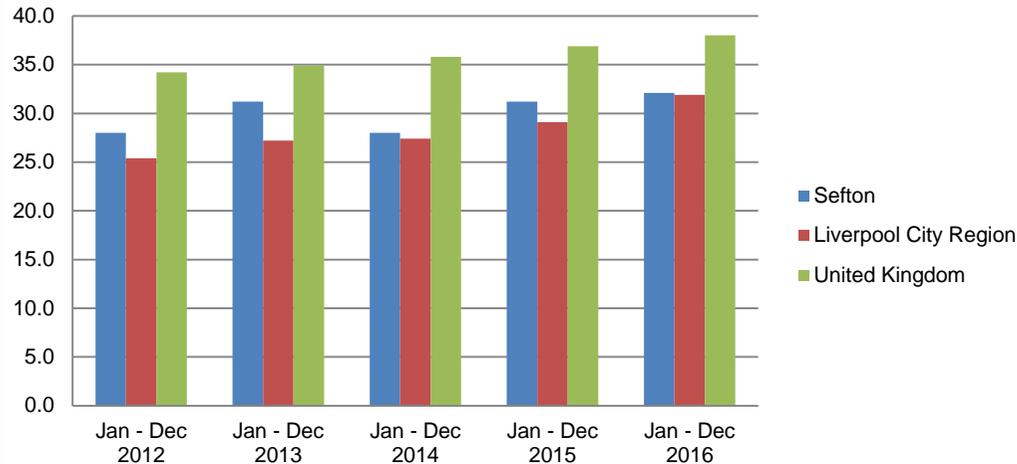


The number of ‘**encouraged workers**’ who are classed as economically inactive but wish to move into work, remains low in Sefton compared to its peak in 2014.

The economically inactive may be reluctant to enter the workplace due to the prevalence of low paid jobs or zero hours contracts.

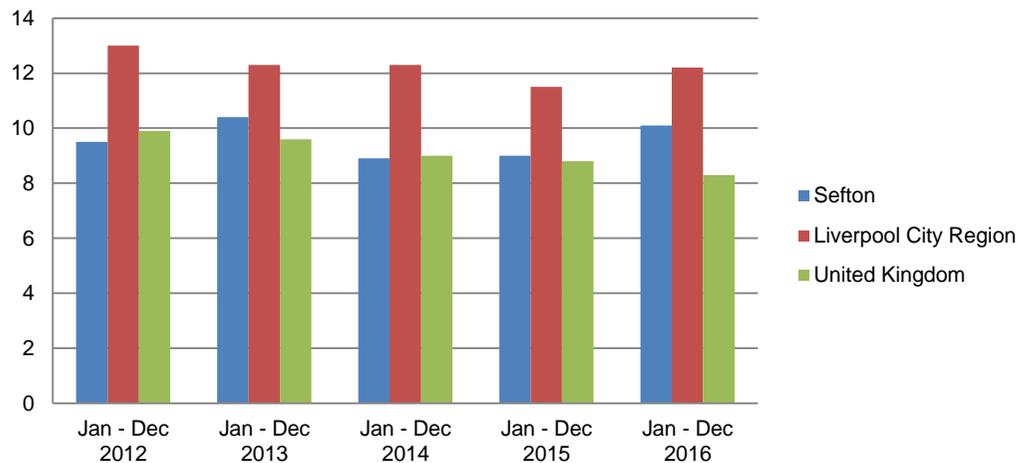


Residents Qualified to NVQ 4+ (Annual Population Survey)



In 2016, 32.1% of Sefton's working age population were **qualified to NVQ Level 4+**, an increase of just over 4% points since 2012. Despite this, the rate is now just 0.2% points higher than for the Liverpool City Region, and the gap with the UK has widened to 5.9%.

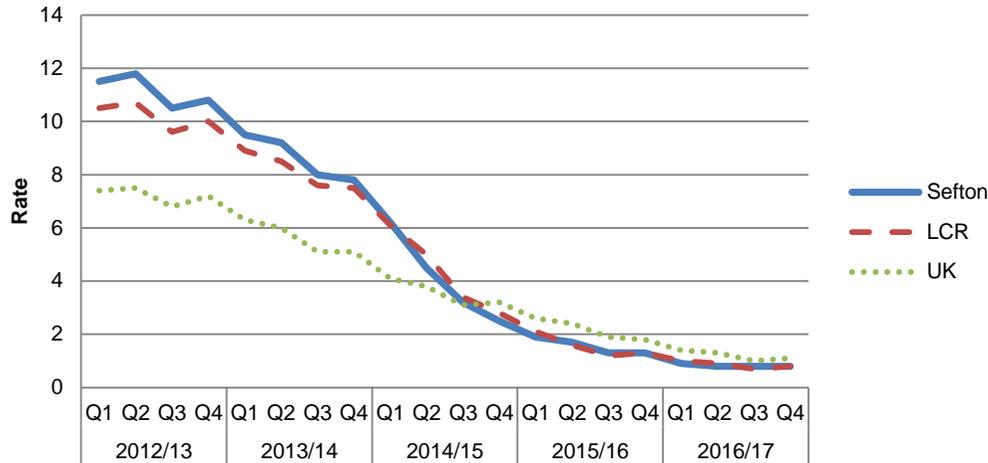
Residents with No Qualifications (Annual Population Survey)



The percentage of Sefton's working age population with **no qualifications** rose in 2016 and now stands at 10.1%. The rate is now 2.1% lower than the City Region but 1.8% higher than the UK figure of 8.3%.



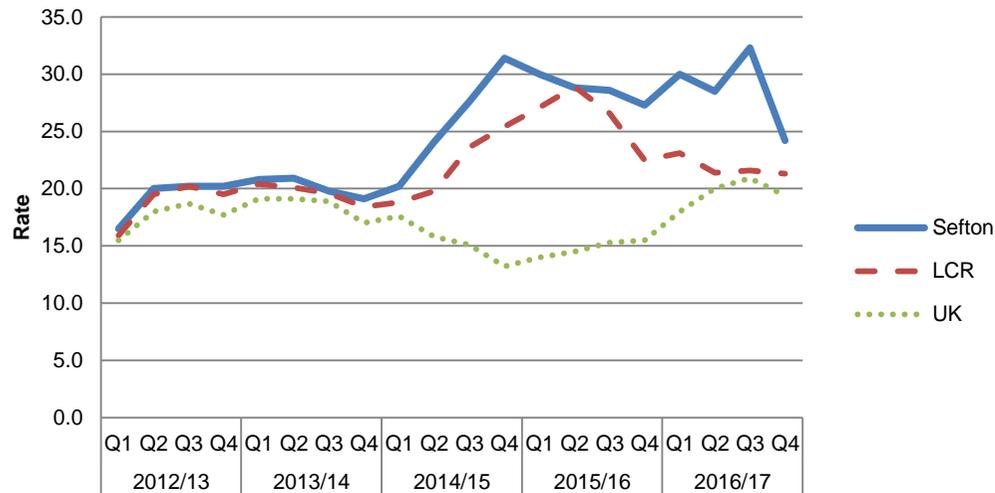
JSA Claimant Rates for 18 - 24 year olds
(Nomis - JSA Claimant Count)



The **youth JSA claimant rate**, at 0.8%, is now 0.4% below the overall claimant rate for Sefton. The rate remains 0.3% lower than for the UK and is equivalent to the LCR.

The number of **young JSA claimants** continues to fall, but concerns remain, with almost 29% of Universal Credit Claimants being aged 16-24 and not included in these figures. There are currently over 750 young people “not in employment” claiming Universal Credit, of which 587 (78%) are required to seek work.

Long Term Unemployment - 18 - 24 years
(Nomis - JSA Claimant Count)



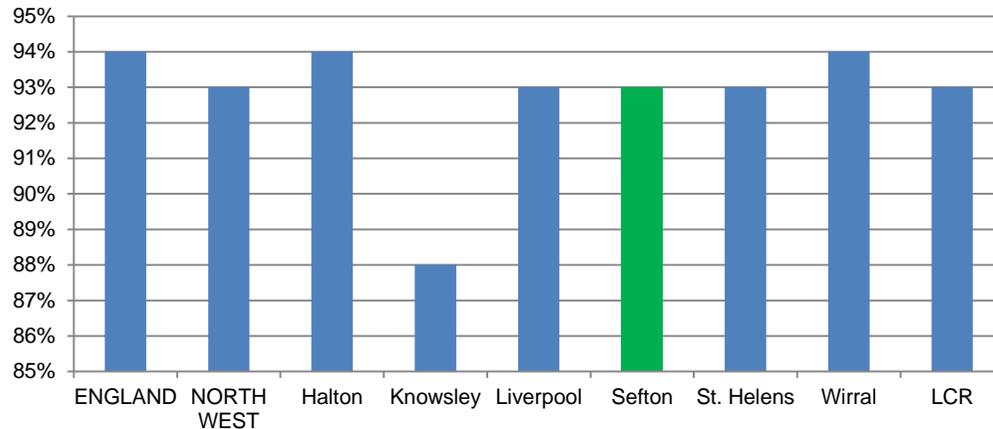
The **long term (1 year +) youth unemployment rate** has fallen over the last 6 months, now just over 24% of young claimants having been receiving JSA for more than 12 months.

The performance gap with the LCR has narrowed to just under 3%, and the gap with the UK, although still wide, has narrowed slightly to 4.8%.

These figures do not include young Universal Credit claimants who are seeking work, with 75% being in receipt of the benefit for more than 6 months.



Students going into education, or employment/training at Key Stage 4 2014/15
(DfE)

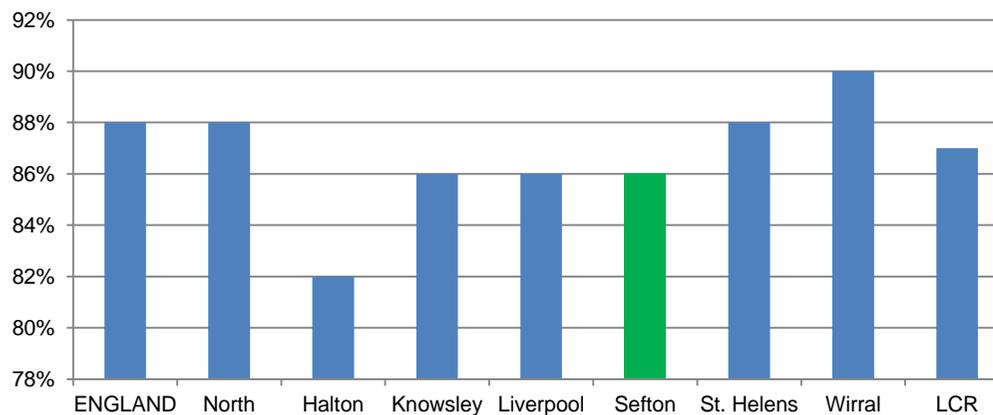


The Department of Education has recently released figures for the **Destination of School Leavers** at Key Stage 4 and Key Stage 5, for 2013/14. Sustained participation is based on attendance at two terms, October – March.

Sefton continues to perform strongly at the end of Key Stage 4 with 93% of students moving into sustained education or employment and training. 90% remain within the education system. Sefton is in line with the City Region and North West averages, and just below the figure for England as a whole.

7% of pupils move into apprenticeships at the end of Key Stage 4.

Students going into education, or employment/training at Key Stage 5 2014/15
(DfE)

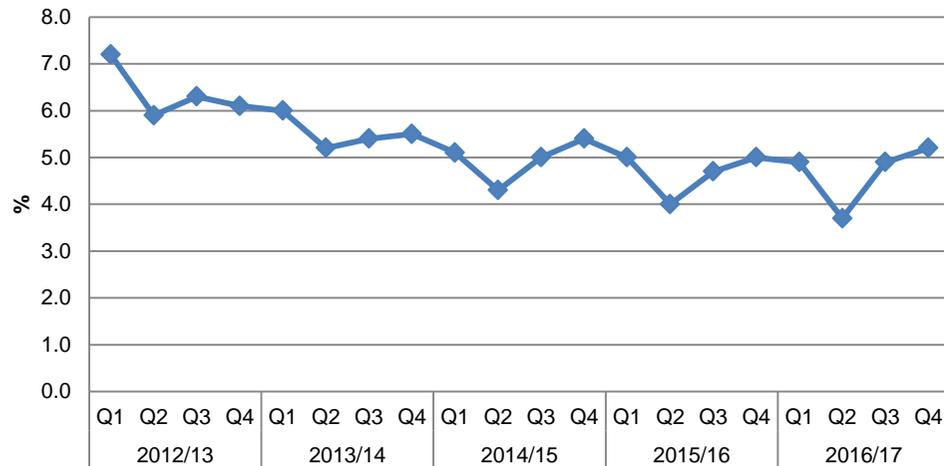


At the end of Key Stage 5, 86% of young people from Sefton **continue with their education or move into employment/training**, with 63% of those continuing wholly within the education system. Sefton's performance fell behind the North West and England figures in 2014/15, which could be due to the increase in University fees. 49% of Sefton's young people move into UK Higher Education, with 15% attending the top third of Higher Educational Institutes.

At the end of Key Stage 5, 6% of pupils move into apprenticeships.



Sefton 16 - 18 years NEET Cohort
(Career Connect)

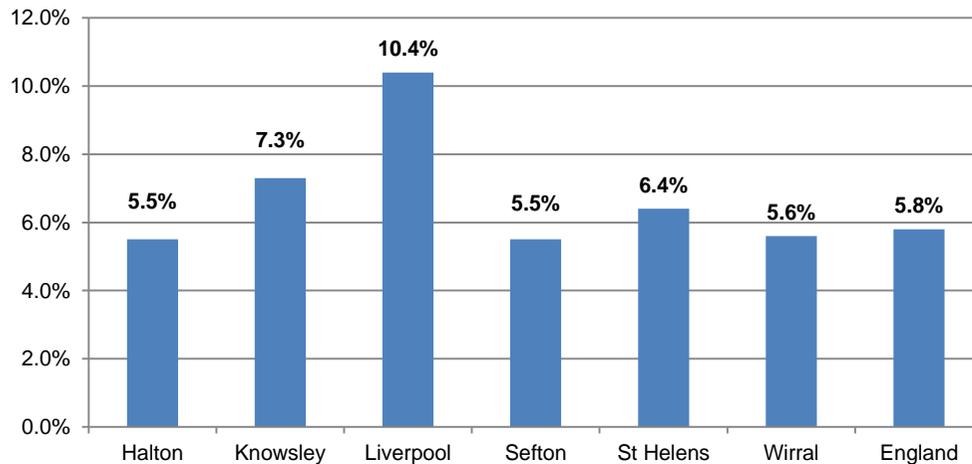


There have been changes in the way NEET is reported to central government and the new combined measure is the combination NEET and Not Known for 16-17 year olds. However, as those figures are in their infancy, for the purposes of this report we will also use actual NEET for 16-18 year olds as 5 years data is available.

The actual **NEET (Not in Education, Employment or Training)** figure for 16-18 year olds in Sefton has fluctuated over the past 12 months and is now 5.2%, its highest level for 2 years.

One of the reasons for this increase could be due to the reduction in the number of training providers in the area.

16-17 year old NEET/Not Known Combined Measure
March 2017
(Career Connect)



Comparison rates are not available with the LCR for those aged 16-18 years, however looking at the **16-17 age group**, in March 2017 Sefton had the lowest rate for the NEET plus Not Known Combined Measure at 5.5%.

The England rate is also higher than the Sefton rate, at 5.8%.



Strategy Monitoring Report



4. Strategy Monitoring Report

Objective 1 More new starts to replenish the business population

What are the challenges?

Sefton's businesses and organisations employ 90,000 people, 2% fewer than in 2010. Public sector contraction has been a major contributor to this fall and Sefton (25%) has been particularly affected by Government austerity. While private sector employment has grown by +9% it has not been able to fully compensate the shrinkage in the public sector. Rebalancing Sefton's economy remains a key priority and this is mirrored in the wider city region.

The Liverpool City Region (LCR) has a deficit in its business base and a requirement to stimulate new enterprise when compared to national averages. Although the LCR has witnessed growth of 8.6% over past decade, inherent structural weaknesses still result in a low business base and a further 20,000 businesses are required just to match the UK business density rate.

The Sefton Economic Assessment (March 2017) shows that Sefton generates 69 new businesses per 1,000 population which is above the city region average of 64 but still way below the national average of 94. Conversely, business births have exceeded deaths for the third year in a row, taking the stock of businesses in the borough to its highest level. To further extend its business base and stimulate a stronger entrepreneurial culture, Sefton needs to focus on building its start-up rates and support 'scalable' companies which have the greatest potential for growth.

The LCR Local Enterprise Partnership has made Business Start-ups and developing an entrepreneurial culture a key priority of both the LCR Single Growth Strategy and ESIF Programme (2014-2020) and, in conjunction with the Local Authorities and Chambers of Commerce, has developed a new enterprise framework which serves as a platform for future delivery. The challenge for the LCR and Sefton is to bolster entrepreneurial culture in the area through targeted support for specific geographies and under-represented groups. The city region approach is to focus on schools/colleges; infrastructure such as bespoke start up premises, incubators and university spin-outs; advice and support and targeting high growth start-ups.

The UK Industrial Strategy white paper sets out 11 key pillars for helping to grow the country's industries' and key sectors including 'supporting businesses to start and grow'. Consultation is being led by the Local Enterprise Partnership and provides an opportunity for businesses and organisations to respond and comment.



Who are we working with?

Sefton supports LCR enterprise activities at a local level and plays a key enabling role through the Local Growth Hub delivered by InvestSefton. InvestSefton has continued to work closely with the LCR Enterprise Hub in terms of managed referrals for individuals or businesses seeking both pre-start and start-up advice and support, most notably The Women's Organisation (TWO). A dedicated start-up page - www.investsefton.com/business-support/starting-a-business/ - also provides a range of self-help options for potential entrepreneurs and individuals contemplating self-employment.

The Enterprise Hub, led by TWO and supported by a range of delivery partners across the LCR offers a pre-start and start-up service providing customised support for potential entrepreneurs through an initial diagnostic and managed referral.

InvestSefton also works closely with St Helen's Chamber who deliver the New Entrepreneurs Allowance programme in Sefton.

InvestSefton represents Sefton on the Merseyside Special Investment Fund Partners (MSIF) Board and refers new businesses to its Start-up Loans fund programme. The fund is delivered as part of the Government's Start-up Loans company initiative and is split into two age demographics, under 30's and over 30's.

InvestSefton has also established a relationship with the owners of Depot Two, a new enterprise centre located in Merton House, Bootle.

How are we addressing the challenges?

InvestSefton plays a facilitating role working closely with partners through the LCR Local Growth Hub. The team provides an initial 'triage' service to ascertain an individual's unique requirements before a managed referral to the Enterprise Hub who will then arrange a 1:1 meeting. This allows InvestSefton to keep track of the individual and potentially provide support further down the line if the business becomes more advanced.

The aforementioned new Enterprise Hub will help address a number of key delivery challenges through its dedicated access hub for start-up enquiries supported by community based and stakeholder outreach centres. InvestSefton has supported the Enterprise Hub in arranging two major start up events in Bootle (November) and Southport (March 2017)

What have we achieved?

- InvestSefton has referred and/or dealt with 18 Sefton residents to the Enterprise Hub for pre-start up support
- Up to March 2017 86 start-ups have been supported with £785,500 of loan finance from Merseyside Special Investment Fund.



- St Helens Chamber has supported the start-up of 6 new businesses in Sefton, having met with 21 clients of which 16 were accepted onto the NEA programme.
- InvestSefton is liaising with Alt Valley, part of the Enterprise Hub consortium, who are hosting drop in sessions at Sefton libraries', the Atkinson (Southport) and Depot Two Zero (Bootle) for Sefton business start ups

There remains an encouraging level of interest from young people in loan funding for starting a business, but interest is even greater from those above the original 29 age group. The main networking for the MSIF loans scheme is undertaken centrally by the Start-up Loans Company but is supplemented locally by a range of stakeholders including referrals into MSIF. InvestSefton works closely with MSIF referring both start-ups and existing businesses for support.

InvestSefton is seeking to stimulate interest in start-up and self-employment across the borough through supporting Enterprise Hub outreach activities using a variety of outlets such as cafes and business centres.

As part of Local Growth Hub activities InvestSefton has adopted an '**any type, any size from any sector**' approach to supporting businesses although this becomes more problematic with ERDF funded assistance due to state aid issues e.g. supporting retail and businesses providing direct to consumer operations. However through the local growth hub InvestSefton is able to offer 'triage' support through advice and guidance or even desk top activities such as a property search. An InvestSefton supported start up case study is provided below:

Case study

***Niches Trading Limited** is a new business that sells modern, designer 'on trend' furniture and furnishings to businesses, property developers, public organisations and the public. The business sources and imports goods from China, direct from the manufacturer. Customers include Tyne and Wear Museum, and Amazon.com who purchased furniture for their head office. They have also had orders from customers in France, and other EU countries. The business wishes to win market share with public agencies, galleries, and conference centres. Assistance was provided with locating public opportunities, engaging property developer at the planning stage through LCR and national planning portals, business plan development, and a marketing plan to support business growth.*

Depot Two Zero

Depot Two Zero is a new business incubator facility located in Merton House Bootle. Set up to support budding entrepreneurs and sole traders who are keen to work alongside like-minded colleagues in a collaborative setting, the 'Depot' will offer members affordable co-worker space with 'all mod cons', along with bespoke training and mentoring provided by experts and formal and informal networking opportunities. Membership packages will be flexible, catering to the different needs and budgets of individuals. As Depot Two Zero is a not-



for-profit project, supported by the Day Rigby Charitable Trust, any income remaining after running costs will be invested back into improving the facilities and services on offer.

The facility aims to act as an incubator for local start-ups and sole traders, offering formal and informal networking opportunities and hosting skills seminars and training workshops designed to meet the needs and interests of members. The facility was launched on 31 March at which InvestSefton presented. InvestSefton will continue to work with the owners in terms of promoting to and supporting new incoming member 'tenants'. This includes the Enterprise Hub hosting weekly drop in sessions to provide support for tenant businesses.

Enterprise Hub

InvestSefton has established close links with a complementary ERDF start up programme delivered by the Enterprise Hub, a consortium of providers led by TWO and Liverpool Community College. This three-year part funded ERDF programme offers pre start-up and business start-up support to aspiring entrepreneurs across the Liverpool City Region. The programme is tasked with engaging and providing initial enterprise awareness support to 6,360 people, and a minimum of 12 hours intensive support to 2,320 individuals over three years, the programme anticipates supporting the start-up of 1,272 new businesses as a result of these interventions, and 17% of all targets will be achieved in Sefton with Sefton residents. Key headlines to end March 2017 include:

- 346 Sefton residents have had at least 3 hours' support – 238 women and 108 men
- 169 individuals have had over 12 hours' support
- 60 individuals have started businesses in Sefton – 45 women and 15 men of whom 25 were unemployed and 9 economically inactive on joining the programme.
- Regular outreach venues have been established in Sefton with Crosby, Formby and Southport Libraries proving to be very popular.

Aspiring entrepreneurs gathered for the second Start-Up Conference in Sefton in The Atkinson in Southport on 22nd March.

The Women's Organisation (TWO) hosted the event to inform over 30 attendees about the business support available to them through Enterprise Hub.

In attendance were Invest Sefton, Start-Up Direct and Enterprise Hub partners The Prince's Trust and Alt Valley Community Trust. Alt Valley Community Trust brought along their client James Dale to share his inspiring entrepreneurial journey on setting up his personal training business. Presenters included Nick Bell from Start-Up Direct to discuss the types of start-up loans that are available to those thinking about setting up a business and going self-employed.



Lastly, Katie Dullaghan, client of TWO shared her experience of working alongside The Women's Organisation when setting up her dentistry business. Kate said: "Everything they do at The Women's Organisation, the courses, the advice, the support, it's all to uplift you. I knew the moment I walked into TWO I was going to love it".

Bernie Cox, Training Co-ordinator at TWO talked to the attendees about the characteristics of an entrepreneur, thinking outside of the box being one of them. Bernie split the attendees into small groups and asked them to think of all the possible uses for the cardboard box that they had been given.

Finally, guests were given a chance to speak to the organisations in attendance and ask any questions they had and to network with some of the other people in attendance. Even though guests hadn't yet started their businesses, they knew that it was never too soon to start networking and getting the word out there about what they intend to do.

Following on from the Start-Up Conference, everyone eligible for Enterprise Hub support was paired up with an Enterprise Hub partner and will begin working on turning their ideas for starting a business into a reality.

Organik Films recorded the event – follow the link below to watch the video: <https://www.youtube.com/watch?v=99MBLvqCTw>



Case Study

Tony Found Enterprise Hub Partner SAFE Online & Hasn't Looked Back Since

Tony approached Bootle based Enterprise Hub Partner SAFE in May 2016 after seeing details of the business support workshops through their website and social media. In addition to turning his ideas into a workable business plan, Tony formed some great contacts with other group attendees and has been able to support his peers effectively during the financial workshops.

Tony says: "I had wanted to be my own boss for a long time. I already had a couple of clients, and when the hotel I was working for closed its doors, I decided to give it a go. I knew about the different sorts of business entities that existed, and what sort of business I wanted to be; a sole trader." Tony turned to the internet to explore his idea. "I researched the web, and came across SAFE, and their business workshops. I had the basis of a business plan, and attending SAFE's business workshops gave me the inspiration to nail down my ideas and to formally write up my plan. It was good to get Brian's thoughts on how and what I'd put it together, and with his encouragement the final plan came together very quickly."

Tony put his business skills to use early on joining in SAFE'S workshop and finding he could support others attending thanks to his expertise.

"Helping out at our group's financial workshop was a great feeling. I know about finances, and I know about spreadsheets, and I love it when the two come together!"

Now running his own professional book keeping business, Tony is now seeing his business moving forward.

Case Study

Anne Pennington From Sefton Realised Her Dreams of Self-Employment...

Now, we know that we do our jobs well. Each and every day we are a team of people with one simple mission in mind – To improve the lives of the women that we meet. But as you know, sometimes daily life gets on top of us all and that's why it's so amazing to be reminded of why we do the work that we do! Anne Pennington was just the woman for this and we couldn't be more delighted to have helped her realise her dreams of self-employment!

Anne Pennington has one of those businesses that we hear about and think; 'Now that sounds interesting!' Anne is an award-winning researcher and leader in the use of insights in the public sector; she works with clients from across many different sectors from their first idea through their planning, design and implementation all the way to evaluation. And since launching her business has worked on an incredible variety of different projects including; a campaign to raise awareness of domestic abuse, a campaign to improve breastfeeding and even the massively influential campaign 'This Girl Can'.

Prior to setting up her business Anne was a Principal Insight Analyst with Public Health Knowsley for 10 years and before that worked for National Museums Liverpool for 17 years as a Research Officer. She told us; 'I had always been interested in working for myself but I'd never had the courage to make the leap from employment to self-employment. But when I took redundancy it was the perfect opportunity to have a go on my own. I was ready for a new challenge!'



Looking ahead

Moving forward the Enterprise Hub will be at the forefront of start-up support and InvestSefton will ensure that robust referral links are maintained for Sefton residents seeking self-employment and new business starts. Support is targeted at young people; female entrepreneurs, social enterprises; rural; disadvantaged and under-represented groups. Enterprise Hub support includes:

- Start-up programme for individuals; developing a business plan; access to finance
- Ongoing post-start support for up to 36 months
- Mentors, business coaches and peer-to-peer support
- Support for high growth start-ups including mentoring & networks; business incubators/managed workspace; key business sectors
- Start-up advice outreach activities across Sefton

InvestSefton will also continue to provide 'light touch' support to start-ups and new businesses through its Local Growth Hub contract. This includes a triage service, initial advice, business premises search and managed referral to the Enterprise Hub. Enterprises will also be on the agenda of the emerging Sefton Local Economic Assessment in terms of identifying future demand and support requirements for Sefton.



Objective 2 Grow existing businesses and stimulate the economy

What are the challenges?

Business growth remains a key priority for both Sefton and the LCR. While business formation has shown a gradual improvement, this has been offset by the number of business failures which has led to a levelling off in terms of economic performance.

Key challenges remain for the LCR both in terms of increasing the number of businesses (20,000 required) and GVA required (£8.2bn) to meet the UK average. The Council continues to engage with Sefton businesses through its front facing teams InvestSefton to help drive up business growth and productivity and Sefton@work to maximise jobs for Sefton residents, particularly those from disadvantaged communities.

The Sefton Economic Assessment (March 2017) shows that in 2016 Sefton had 9,000 local business units, a 2% increase (170) on 2015, compared to a 13% increase across the city region. Sefton's has 50 businesses per working age resident and is marginally better than the City Region level which stands at 45 businesses per 1,000 working age residents. While Sefton's business stock is at its highest level the aforementioned imbalance between public and private sector jobs means that the borough still lags behind national averages and work to support business and employment growth remains a priority.

The Economic Assessment also looks at the size and strengths of the borough's industries and concludes that there are too few businesses in high Gross Value Added (GVA) sectors such as Property, ICT and Finance. Work on Sefton's key sectors remains a key challenge and forms part of the council's ambitions for the Sefton 2030 vision in terms for achieving long term economic growth.

Who are we working with?

The council continues to work closely at LCR level with the LCR Local Enterprise Partnership (LEP), LAs and Chambers of Commerce to develop Business Growth Hubs which are part of the City Growth Deal introduced by UK Government. InvestSefton delivers the Local Growth Hub contract for Sefton.

Robust partnership arrangements have been established with the LEP, LAs, Chambers of Commerce and the private sector. A range of LA, LEP and Chamber groups/boards have been established to help bring a more cohesive approach to business growth and investment support. An LCR Enterprise Executive Board leads on strategy while a number of sector groups help develop key sectors including manufacturing, low carbon, Visitor Economy and SuperPort.

InvestSefton leads two key LA, LEP and Chambers of Commerce boards for the ERDF Business Growth Programme and Investment.



Regional Growth Fund

This is a LCR programme delivered by St Helens Chamber of Commerce (up to £75k) and MSIF (£75+). InvestSefton actively supported Sefton businesses into these new funding streams and an update is also shown in the Access to Finance section. The Regional Growth Fund ended on 31 March and InvestSefton is supporting proposals to develop a City Region flexible business fund approach under Single Investment Fund.

InvestSefton works closely with private sector membership organisations, most notably Liverpool and Sefton Chambers of Commerce. There is also regular liaison with the Federation of Small Businesses, however principal private sector liaison continues to be driven through business networks such Sefton Economic Forum.

How are we addressing the challenges?

Business Growth Programme

InvestSefton delivers the ERDF Business Growth Programme - this provides support to small and medium sized businesses under a LCR wide consortium comprising LAs, Chambers of Commerce and the LEP. As at 31 March 2017 the programme has completed **64 intensive diagnostics (12 hour minimum)** of Sefton businesses. The project will provide eligible SME's, who would not typically engage with providers of business support, with the capacity and support they need to grow and prosper.

InvestSefton serves as a bridge between start-up and more bespoke, intensive or specialist support typically supplied by the private sector and provide participating SMEs with the following:

- A dedicated SFEDI accredited Business Growth Adviser
- A Business Diagnostic
- An Action Plan for growth
- Informed brokerage into specialist/commercial business support
- More intensive support, where appropriate, focusing upon the management of people, processes and resources
- Developing and supporting business networks, events and workshops
- Self-help solutions via website, newsletters, mail shots

InvestSefton has started an engagement programme with other ERDF business support providers to help maximise the potential wide range of help available for Sefton businesses. These include specialist advice and support for health care sector businesses, innovation,



low carbon products and processes, manufacturing; knowledge transfer from Universities and subsidised commercial support through New Markets.

The LCR wide programme recently underwent a strategy and performance review and received favourable comments from both the Combined Authority and DCLG in the way it has established close collaboration between all partners. The overall programme remains on track to deliver expenditure and output targets and the LCR consortium is developing a series of recommendations to further enhance delivery including looking at post 2018 succession arrangements.

Case study

EG Ceramics, formerly known as *Everton Glass Works Ltd* was established in 1964; the business sells ceramic tiles, wallpaper, bathrooms and doors, operating from a shop in Anfield and a large warehouse with two showrooms in Bootle. They have refurbished a large showroom in Hawthorne Road and-branded as EG, investing heavily in e-commerce. The company has been supported through InvestSefton's training workshops and business-to-business events, including the Sefton Economic Forum and have a 22 strong, mostly local based, workforce.

“One to Many’ support

Under the new Business Growth Programme, the focus is very much on the provision of more qualitative 1 to 1 diagnostic support and a greater emphasis on a ‘Triage’ approach provided initially by Business Growth Officers. This will result in fewer but more high profile events such as Sefton Economic Forum and Sector groups such as ExportSefton, ProfessionalSefton and, in the longer term, BuildSefton.

InvestSefton delivered the 25th Sefton Economic Forum on 25th November in Crosby Lakeside Adventure Centre. The breakfast event attracted 99 delegates of which 46 were local businesses and the initial feedback received has been excellent. The theme was Brexit, the economy and Sefton and the audience received presentations from Peter Dowd MP, providing a view from Westminster; Christian Spence (Head of Policy and Research-Greater Manchester Chamber of Commerce), talking about what Brexit may actually mean for business and Simon Hooton (Regeneris) who has been commissioned by the council to help develop Sefton's new economic assessment and strategy. The event was chaired by Michael Gould (Richardsons Healthcare) a leading Bootle based exporter.

InvestSefton also presented on new business opportunities arising from both the ERDF Business Growth Programme and Local Growth Hub which culminated in a business marketplace of support provision from partners including Sefton@work, New Markets, Liverpool City Region Eco Innovatory Centre, Agent Marketing, Merseyside Special Investment Fund and Liverpool and Sefton Chambers of Commerce. This allowed businesses to speak to a variety of support providers and a number of referrals and follow up visits have already been



arranged. The next Sefton Economic Forum is planned for 19 May 2017 in Hugh Baird's L20 centre. This will be a digital themed event aimed at raising awareness of the digital sector for Sefton businesses including presentations from the LCR Activate project.

InvestSefton also continues to support the Enterprise Hub with start -ups events as described in the Objective one narrative.

Local Growth Hubs

Sefton is also one of six LCR Local Growth Hubs, a new Department of Business Energy & Industrial Strategy (BEIS) funded initiative delivered through 39 Local Enterprise Partnerships (LEP) across the country. The LCR LEP is co-ordinating delivery in the City Region and InvestSefton has been contracted to manage business support activities in Sefton. These activities have been blended into the aforementioned ERDF delivery to ensure cohesive support to Sefton businesses.

Sefton's annual target is 400 businesses engaged; Between October 2016 and March 2017 InvestSefton has engaged with **1,800 businesses through email/website/events, triage and direct 1:1 support. 93 businesses received direct brokerage support for the same period.**

Engagement is supported by more technological and self-help solutions through www.investsefton.com which is a standalone website for businesses seeking to start grow and/or relocate in Sefton.

Business Growth Officers provide initial 'Triage' services to business and co-ordinate the referral process. They are able to provide an overview of support available and register the business or individual on a Customer Relationship Management system to capture details and develop growth projects.

InvestSefton's Business Growth Advisers are also key in helping to achieve strategic objectives through building strong and trusted relationships with business owner/managers, targeted development of key industry sectors, increased sales and international trade. The Advisers work across the borough with responsibility for further developing key business sector networks and supporting more specialised delivery as appropriate. Sefton's geography means that service delivery is spread over a larger linear area and a maintained presence is required in both Bootle and Southport.

Case study

***Presidential Travel Ltd** is, a coach and bus operator based on the Kingfisher Business Park. Established in 2008; they are an approved supplier to public agencies in the Liverpool City Region, including Sefton Council, schools and NHS. The company, which operates its own in house training facility, has worked closely with InvestSefton through participating in tendering workshops, supplier days and chest training in a bid to help win more business.*



Access to Finance

InvestSefton provides access to finance support for businesses through both dedicated provision and the team. Support takes many forms and includes advice to businesses struggling with business rates, with an automatic referral system in place via the Council's Business Rates team. InvestSefton has dealt with three Rate Relief applications, all either registered charities or social enterprises. InvestSefton is also advising and helping firms to complete applications for the Merseyside Business Growth Fund. This is a Government Regional Growth Fund programme delivered by St Helens Chamber of Commerce on behalf of the city region. As at project end InvestSefton has supported 14 applications to an **approved total of £419,099 with private sector leverage of £2,117,365, generating 77 new jobs and a further 23 safeguarded as a result of these investments.**

Sefton RGF projects

Business	Grant awarded £	Private sector leverage £	Jobs created	Jobs safeguarded
Formby Doors	8,500	44,850	2	0
Joe Black Coffee	13,000	52,000	1.5	1
Offshore Painters Ltd	75,000	450,000	19	0
Revive Properties	30,000	150,000	2	2
W.J.Leech	38,819	155,276	10	0
Stormspell	18,000	177,000	3	0
Hybrid Technical Services Ltd	96,000	384,000	10	8
Immersive Interactive Ltd	27,000	107,200	5	6
PCI Instruments Ltd	10,600	42,400	3	6
Mersey Timber Ltd t/a Mersey MDF Plas & Ply	42,900	171,600	7	0
Aintree Garages Ltd	24,000	241,000	4	0
Arredatore Ltd t/a Christmas Decorators	12,000	48,039	2	0
KS Tyre House	7,280	30,000	2	0
Future Electrics	16,000	64,000	6	0
Total	419,099	2,117,365	77	23

Accessing or support with business finance, whether its grant, loan, investment or even help with planning cash flow is a regular feature of InvestSefton's advice and guidance activities. Recent activity has included:



- Supporting two successful start-up loans to MSIF
- A £309k HSBC loan approval for an Engineering training company
- Providing support for Business Rates deferral requests

Merseyside Special Investment Fund (MSIF)

Loan Fund	No of business loans in Sefton	£ Value
Merseyside Small Loans for Business	17	698k
Merseyside Loan & equity fund	2	117k
Merseyside Small Loans for Business Legacy Funds	8	184.5k
Regional Growth Fund	18	429.2k
Regional Growth Grant Fund (£75k plus) offered	6	926k
North West Micro Loans	4	174.5k

MSIF loan finance has stabilised in Sefton with businesses at various stages of drawing down funds. The impact of Brexit appears to have stalled some deals with business owners reluctant to fully commit at this stage, hence little movement on some of the funds reported. However since January there has been an upturn in progress including significant numbers of enquiries from new and existing MSIF clients. InvestSefton will continue to work with Sefton businesses in accessing available funding.

Case Study

ODL Europe is a USA owned business operating out of Bootle and manufacturing window cassettes, enclosed blinds and screen doors. The business has invested significantly in new equipment, supported by its US parent and as a result has grown job numbers from 13 to 27 in recent years. The company is again investing, this time in improvements to the premises to create more space for storage that will allow ODL to provide complete door solutions to the construction trade, targeted at its existing primarily UK market (only 4% is currently exported) but also to make inroads to export, with a view to increasing sales to Europe to 10-15% of total sales. This growth will see turnover increase from \$6m to \$30m (forecast) in 3 years and result in the creation of up to 6 further jobs. The company has received support from both InvestSefton and Sefton@work. They are currently about to recruit up to 3 new apprentices, 1 in admin and 2 in manufacturing.



Site Visits

InvestSefton hosts quarterly site visits for Cabinet Member Regeneration & Skills to businesses that have successfully completed growth projects supported by the team. Over the past six months these have included visits to ODL Europe, Presidential Travel, EG Ceramics, Accu Right Engineering, and Mersey Timber.



The pictures show Councillor Atkinson at ODL Europe Ltd and Accu Right Engineering in January 2017.

New Markets

New Markets is one of the four main ERDF assisted business support projects that provides subsidised commercial support of up to 35% for eligible businesses. It can support legal advice; research & development; product development and other growth led activities. The project is delivered by the LCR Local Enterprise Partnership and InvestSefton works closely with the New Markets brokers to refer clients seeking commercial support. A further 6 Sefton businesses were registered for New Markets support by InvestSefton between October 2016 and March 2017.



This recently included:

Case study

GWY International Ltd is an importer of Asian food and ingredients, for the restaurant and hospitality sector. The business imports cooking supplies from China, and specialises in cooking oil and cooking wine for Chinese cuisine, which are labelled under the company's own brand, 'East Kings Foods'. The target market is wholesalers, who supply the restaurant trade and Chinese supermarkets across the UK. The business has interest in their products in Germany, and is visiting Dusseldorf to meet a large company in May. Other opportunities have also been identified in France and Holland. The business was assisted with developing a business plan and cash flow projections to support business growth. They have also been assisted in applying for New Markets support, through Liverpool Chamber's export programme.

Business Friendly Sefton

Cabinet Member for Regeneration and Skills has previously endorsed and supported proposals for Sefton "open for business", and "business friendly" Sefton. This followed a survey of business facing teams and services within the council and the broad agreement for business-friendliness to be a theme within both Reform and Growth agendas of the Council. A task and finish group has been established and has now met twice to discuss some early actions including:

- Production of an internal contact directory for business facing staff
- Promoting Active Sefton to Sefton businesses
- Access to Business Rates appeals and intelligence reports which includes new business rate payers
- Production of a Most Frequently Asked questions sheet for Business Rates staff to help them with referrals (Business Rates deal with some 2,000 plus enquiries in April each year from businesses)
- Production of business 'tool kits' to be distributed to local businesses ahead of the forthcoming Open Golf event in Birkdale in July 2017
- Nominating local businesses for the Community Responsible Business Champions awards 2017

Inward Investment

InvestSefton has led work to establish a Liverpool City Region (LCR) Investment Board collaboratively with partners, including all LCR LAs, Liverpool Vision, LCR LEP and DIT to coordinate re-active and proactive inward investment related activity. The Investment Board is chaired by Invest Sefton and oversees the recently contracted c. £3.5m 'Place Marketing for Investment' ERDF funded programme. As part



of this work Invest Sefton is heavily involved in positioning the borough and supporting the development of inward investment propositions and activity across the LCR growth sectors and emphasising the boroughs own unique assets.

InvestSefton has played a critical role in pre-development and regeneration investment activity within the council and as a result has included new performance indicators to help capture the impact of this work. Work has been ongoing to develop the previously reported development by **Chancerygate for Mersey Reach on Dunnings Bridge Road, an £18m + industrial scheme that will help to deliver over 300 jobs in to the borough.** InvestSefton have been heavily involved in developing an application for SIF funding (totalling c. £2.7m) to enable this investment to take place.

In addition InvestSefton have continued to build on their existing relationship with Royal London Asset Management associated with Sefton's largest new business park location at Atlantic Park. This includes supporting the development of a proposal for a 100,000 sq ft industrial/warehousing unit (helping to create an estimated 200 new jobs) and an application for SIF funding to support financial viability, to be developed speculatively. In addition ongoing conversations are taking place for a revised masterplan to be submitted for a further 400,000 sq ft of industrial space that could help create a further 1,000+ new jobs.

InvestSefton helped attract and support the recently announced investment by Kura in Atlantic Park. This represents one of the most significant inward investment projects in the borough and will result in the creation of up to 400 jobs.

Work to position Sefton at the centre of broader LCR and national projects is ongoing, with a dialogue having been established with global initiatives such as The International Business Festival 2017 to ensure that investment and trade opportunities generated as a result of this benefit the borough. InvestSefton have been asked to sit on the 'Local Sounding Board' for this. Recognising the international trade is critical in supporting the growth of the borough and enhancing its attractiveness to industry.

InvestSefton is playing an important role in the 'Internationalisation' agenda, working with partners such as the LEP and DIT. InvestSefton has also established a 'Brexit Business Group' to help keep businesses informed, ensuring that they are able to take advantage of any opportunities and mitigate against any threats resulting from Brexit.



Case Study

Kura - Outsourced contact centre and software specialist Kura has selected Sefton for a major new site and its first outside of Scotland. The Glasgow-based company has occupied Caspian House at Atlantic Park, which is expected to house over 400 employees. The move comes after Kura was selected as a strategic partner of Scottish Power for the next 5 years to become the utility giant's largest outsource customer services provider. Following the highly competitive tender process which started in January 2016, Kura will provide Telephony handling services in the United Kingdom from 1st April 2017 onwards.

The new telephony contracts meet Scottish Power's promise of delivering all call handling services from UK based contact centres. The new contracts will also support current service teams and local communities by focusing on contact centres in existing Scottish Power regions. The new centre opened at Atlantic Park on Saturday 1st April, it will house 200 contact centre advisors, leaving an additional 200 seats available for Kura's ambitious growth plans.

"We're delighted to be opening this major new site in the thriving Liverpool area." said Brian Bannatyne, Chief Executive of Kura. "Sefton offers a fantastic platform for our expansion within the UK and will create new jobs for those in the area. At Kura we're out to build a very different business in our industry, one that is focused on its people and their development. Our philosophy is to help people be the best they can be and our vision is to be recognised across all organisations as unrivalled in developing people. Caspian House will be a flagship site, creating the right learning environment for the culture we are building. "

InvestSefton worked with Kura to bring this investment in to the borough, providing information on demographics, accessibility and lifestyle. Along with this InvestSefton connected Kura with WebHelp UK to ensure that local residents subject to redundancy due to the closure of their facility where able to access local employment opportunities. In addition Sefton @work was introduced to provide ongoing recruitment support.

InvestSefton also supported Sefton Council's attendance at MIPIM UK in London on 19/20 October. The event helped position Sefton as an investment location and raised Sefton's profile, announcing that it is open and ready for business. A number of conversations took place with potential investors with a focus on Town Centre, including live investment opportunities focused on Crosby Village Centre.

InvestSefton has worked with wider Sefton Council colleagues and LCR partners to draw up a list of 300+ target investors to receive invitations to attend The Open 2017 at Royal Birkdale, to be hosted by Sefton Council. This includes invitees relating to the LCR Growth Sectors, but also more specifically focused on key VE and Sefton Council investment projects.



Performance Indicators

Indicator	Annual Target 2016/17	Actual Apr 16 – Sep 16	Actual Oct 16 – Mar 17	Total Performance Apr 16 – Mar 17	WRAG Rating
No. of businesses engaged (Email/phone/website/1:1/events)	3,500	1,981	1,800	3,781	😊
No. of businesses receiving direct support (triage;diagnostic;1 to1; and/or 12 hours + assistance)	480	242	240	482	😊
Value of investments announced and/or completed	£5m	£40.6m	£1.5m	£42.1m	😊
No. of jobs announced/created (new investments/contractual)	100	37	195	232	😊
No. of businesses supported with access to finance (grants/loans/rates referral)	30	15	19	34	😊

Source: Evolutive CRM system/ERDF & RGF (11) business grants jobs created/new investment (£) and jobs Domino (14)/ Kura (170)

Looking ahead

InvestSefton continues to adopt a flexible approach to its delivery strategy to enable the service to respond to the changing needs of businesses. This enables the team to respond to new future demands including any new activities arising from recommendations in the Sefton Economic Strategy that will emerge over summer 2017.

InvestSefton is now delivering three EU and UK Government contracts (Business Growth Programme; Place Marketing and Local Growth Hub) which will provide business support services until at least December 2018. The Government has also pledged to honour contracts post 2018 and further information is awaited as post Brexit and devolution activities are firmed up.

Other funding opportunities will arise under the Single Investment Fund; these will be on a city region basis and InvestSefton is well placed in local consortia to help maximise potential funding for Sefton. In line with the council's Framework for Change InvestSefton will also explore potential commercial opportunities that align with the Economic Growth and Public Sector Reform objectives.

Developing the council's 'One Council' approach through the 'Business Friendly Sefton' initiative will also be a key area of focus. This will involve representatives from council business facing services and the work will be aligned with the emerging economic growth strategy with the principal aim of making the council easier to 'do business with' and 'treating businesses as valued corporate customers'.



Objective 3 Target traditional and emerging growth sectors: SuperPort, Visitor Economy, Knowledge Economy, and Low Carbon Economy

There are currently 5,345 local business units in Sefton's key sectors, making up 58.4% of all businesses in the borough. The latest UK business count (October 2016) reveals that five out of the six key growth sectors in Sefton have seen the number of business units increase in 2016 with only the Visitor Economy experiencing a small 1.5% reduction.

InvestSefton has both a sector and geographic focus on supporting businesses ranging from an initial triage approach (phone/email/website enquiry) from Business Growth Officers to more intensive support including 1:1 diagnostic (minimum of 12 hours). There is often cross cutting activity within each business that straddles more than one sector (e.g. a port related manufacturing company, construction companies operating in low carbon housing/retrofit sector).

The Sefton Local Economic Assessment has examined potential growth prospects for the borough's key sectors and key findings include:

- The LCRs business and professional services sector will grow substantially in the future between 2015-2025 to 13,500 additional employees; in the same sector Sefton has more than its fair share of call centres including the recent Kura Investment in Atlantic Park
- Construction will be one of the city region's fastest growing sectors and expected to increase by nearly 5,000 employees by 2025; Sefton has an opportunity to revisit the BuildSefton initiative which still has a membership of some 2,000 construction related trades in the borough
- 2,300 people work in Sefton's digital and creative sector; its rise in Sefton has been rapid with employment growing 98%
- 4,000 people are employed in Sefton's manufacturing sector although there has been a contraction of 14% overall since 2010
- Port and maritime sector has experienced significant growth (10%) since 2010 and accounts for 2,500 employees although still well below England's average for ports; the expansion of the Port of Liverpool is a key element of the SuperPort vision for a global freight and logistics hub and remains a corporate priority for the council

InvestSefton is working closely with the Local Enterprise Partnership to support key growth sectors including the development of working groups that bring together organisations such as LAs, Chambers of Commerce and FE/HE establishments with an interest in manufacturing/engineering, universities, training providers, national membership sector organisations and ERDF projects. The council's Executive Director is also leading on a Memorandum of Understanding with Peel Ports to help establish agreed objectives with the council to help maximise local business and employment opportunities.



(i) SuperPort

(including warehousing, distribution, maritime, logistics and transport)

What are the challenges?

The LEP's SuperPort Panel has agreed an Action Plan to map out the city region's investment and growth ambitions, which include the Liverpool 2 deep-sea berth at Seaforth, the Third Crossing at Halton, major logistics opportunities arising from the attraction of distribution hubs to the Port of Liverpool, Liverpool John Lennon Airport and supporting improvements to basic transport, (Port Access, motorway junctions, rail heads) and to the employment land supply.

The challenge for Sefton is how to accommodate a dynamic global Port within a tightly bounded urban area, so that trade and local supply chains can flourish and communities access the forecast new jobs, while maintaining clean healthy neighbourhoods which attract and retain residents and their families.

The Liverpool 2 berth and associated channel dredging were formally launched in November 2016, making the Port accessible to 95% of world shipping. Highways England is currently consulting on surface access options and will report later in 2017. Market sentiment is turning in favour of relocation to the "Port of the North", with buoyant property enquiries to the city region (and especially Dunning's Bridge Road Employment Corridor), driven by rising energy costs and increased controls on carbon emissions. The emergence of the "Northern Powerhouse" has reinforced this trend, and Liverpool's port development with strategic multi-modal links is strongly supported in the recent Powerhouse Freight & Logistic Strategy.

Even with an increase in rail freight and inland shipping, in the long term (post 2020), Highways England have indicated that a major new road improvement will be needed to meet the forecast demand for road access to the Port. Highways England started an extensive public consultation in January 2017, considering two main options, the outcome of the consultation will help to inform the decision on which option should be taken forward. The results of the consultation and an announcement of the preferred option are expected in summer 2017. The Council's Cabinet favours the consideration of a tunnel as an alternative option.

It is paramount that we identify the specific challenges being faced by businesses operating in this sector. We know that businesses in the borough continue to trade locally, with too few exporting and trading with external markets.

With regards to inward investment we have a shortage of suitably sized sites to accommodate larger distribution and logistics uses. Without adequate land supply, Sefton cannot expect a fair share of the 20,000 jobs forecast in the city region by 2030.



Who are we working with?

We are currently working with the Liverpool City Region LEP and Highways England on the Port Access Options Study to improve multi-modal access to the Port, examining both shortsea, canal and rail as well as road options.

The Council is engaging with the Peel Group, as principal investor in the port, to ensure our perspectives are fully appreciated. This contact has been pursued at the highest levels of Peel Ports, Peel Land & Property and Peel Media.

In order to develop export activity in the borough, InvestSefton is working with Liverpool and Sefton Chambers of Commerce, the LEP and UKTI. InvestSefton also continues to work closely with developers and agents to ascertain impact of port growth on the demand for business sites and premises.

To promote an integrated investment, business support, skills and recruitment offer to the maritime cluster, Sefton@work is working closely with the Sefton Employment & Skills Partners Group including Hugh Baird College (Port Academy Liverpool), Jobcentre Plus, independent training providers and VOLA. The Partners Group continues to meet six-weekly and has a rolling work plan. The principle focus for the Group in the last year is preparing for port-related expansion.

How are we addressing the challenges?

As part of a wider brief, looking into the employment potential of planned Port expansion, Ekosgen were commissioned to undertake a survey of port and port related businesses in Sefton's maritime sector. Data on nearly 800 companies was collected by structured telephone interviews, covering the Port estate, companies in the Maritime Cluster, and geographically across south, mid and north Sefton. The Study concluded that Sefton could reasonably expect to capture between 2,500 and 4,500 jobs by 2025, depending on the Council's ambition and level of responsiveness.

The council has recognised the importance of international trade and has provided funding for International Sefton development. Over the past two years Sefton has seen the emergence of some unique opportunities arising from both Liverpool City Region and council-led international trade and investment activities. This includes the development of ExportSefton and Liverpool Export Network.

A key achievement has been the official launch of the Port Academy Liverpool in June 2016, linked to the International Festival of Business and the Mersey Festival. Completion of the Academy's £2.5m campus at Pembroke Place provides a physical focus for a wide range of training provision. A strong partnership link to LJMU lets PAL deliver Degrees in a range of areas including Maritime, Engineering, Digital Technologies and Applied Maths. It has submitted a Trailblazer application regarding Maritime Apprenticeship Framework activity in areas such as maritime law, freight forwarding and logistics.



The Council and Peel Ports are preparing a Collaboration Agreement that covers Procurement of Local Goods & Services, Targeted Recruitment & Training, and Integrated Business Support.

What have we achieved?

Sefton Council has supported the development of Sefton's export and new markets ambitions through its International Sefton and Internationalisation funded initiatives. This includes support during the International Festival for Business (IFB) 2016 and work on helping businesses enter new business markets. The aforementioned ExportSefton private sector led group has been instrumental in leading this work building partnerships with private sector businesses, Chambers of Commerce and the Department of International trade. To gain critical mass it is felt that the export group needs to expand on a city region basis. To this end InvestSefton is currently working with the LEP, DIT and wider partners on devolved powers to develop and support export, and is supporting the LEP in developing a city region internationalisation project under the Single Investment Fund.

InvestSefton also continues to support port related businesses; a recent case study is provided below:

Case Study

***Specialised Access Solutions Limited** provides rope access and working at height services for the ports and construction sectors, property developers and RSLs. Services include commercial window cleaners, repairs and preventative maintenance on residential apartment blocks, commercial buildings and hotels. Customers include Liverpool Football Club, Santander, Hilton Group, and in Bootle RSLs, Stella Maris Bootle and the Port of Liverpool. The business wishes to target long-term contracts with RSLs and public agencies in the LCR, and with ports companies including Cargill plc, a multi-national food and agricultural products business on the Port of Liverpool. Assistance was provided with the tendering process, pre-qualification process to become an approved supplier to Cargill, and building Environmental and Health and Safety Resource pack to meet their PQQ requirements.*

(ii) Visitor Economy

(including hotels/ leisure/sport/entertainment/retail)

What are the challenges?

There is a continuing need to review how the visitor economy is managed in Southport and beyond. The review is looking at some of the key challenges the sector is facing and enable a joined up partnership with Sefton Council, Southport Tourism Business Network and the Business Improvement District. The outcome should deliver a robust destination management structure that will also look to implement a conference bureau that would allow extra resources to be allocated for business tourism. This will form part of the public sector reform that requires the Tourism service to become cost neutral by 2020.



The conference sector still remains challenging; it is evident that it will be some time before we reach the levels of 2009; however it is hoped that a new conference bureau will go some way in confirming additional leads. We have seen a slight rise in conference numbers, however the economic impact of these conferences remain substantially lower than the levels of 2009.

The management of the Southport Theatre and Convention Centre (STCC) remains challenging, we have entered into a rolling month to month extension with ATG. Over the coming months we will be looking at various management options. It is evident from similar venues that the market remains depressed. Interlinked into this is the potential need to invest a capital sum into the STCC in order to stabilise and grow business tourism.

On the National picture there has been a fundamental change to how Tourism is managed and co-ordinated, Visit England have been subsumed into Visit Britain with a clear focus on International Tourism. This direction has been set by Department for Culture, Media and Sport (DCMS), and causes great concern with most English Destinations outside London. International visitors to Sefton only account for 1% of our total audience; hence the change in direction could potentially harm our visitor economy. The domestic market is key and we are continuing to work with partners and other destinations to continue to lobby the Government over the changes.

Who are we working with?

We continue to work with private sector partners such as the STBN and Southport BID, other Local Authorities, the LCR Local Enterprise Partnership, Historic England and British Destinations

How are we addressing the challenges?

We are addressing the key challenges facing the visitor economy by reviewing strategic management arrangements and developing strong links with the City Region Destination Management Organisation. We are planning for a conference bureau that will give us an extra resource in order to win more conferences over the next 3 years. As part of the PSR a new robust business plan for the service will be in place for April 2018.

A new Visitor Economy Strategy will be produced to underpin the activity required. The strategy will feed into the City Region Destination Management Plan.

We continue to work and support the Business Improvement District in order to establish more income generating events and improve the environment of Southport to improve the visitor welcome.



The LEP has recognised that the districts need to be more involved at a strategic level in regards of the visitor economy. With this in mind we have been working closely with the LEP visitor economy executive team to make sure that Sefton has a voice within the new City Region structure.

The Open Golf Championship returns to Royal Birkdale in 2017, and offers unparalleled opportunities to attract many thousands of overseas visitors and put the eyes of millions of viewers around the world on the spectacular coastal event. We will maximise the benefits of this opportunity for local suppliers and jobseekers, schools and communities, and link to international trade and investment activities begun under IfB.

We are continuing to work with other destinations and British Destinations over a number of national strategic issues around the domestic market and its importance to the growth of the visitor economy.

What have we achieved?

Indicator	Annual Target 2016/17	Actual Apr 16 – Mar 17	Actual Oct 16 – Mar 17	Total Performance Apr 16 – Mar 17	WRAG Rating
Visitor Numbers (annual)*	8.93m	N/A	*	*	😊
Total Visitor Days (annual)*	10.89m	N/A	*	*	😊
Economic Impact (annual)*	512m	N/A	*	*	😊
No. of FTE tourism related jobs	6,530	N/A	*	*	😊
Number of STBN members	125	118	125	125	😊
No. of major events	4	3	4	4	😊
No. of conferences confirmed	12	14	6	20	😊

* STEAM data is only available on an annual basis

Four major events have been delivered by Investment & Employment along with a further major event being the Flower Show delivered by the private sector. All 5 events have been successful and continue to attract both day and staying visitors. There has been a noticeable up-lift in conference enquires, however numbers still remain below pre-recession days and this is likely to remain for some time.



Looking ahead

Re-focus and energise the public/private sector partnership in Southport.

Refresh the 2010 Visitor Economy Strategy.

Secure a long term operator for the Southport Theatre and Convention Centre that will enable the Conference Bureau to be implemented thus helping improve the number of confirmed conferences.

Work closely with InvestSefton, Liverpool & Sefton Chambers of Commerce and Southport BID team to maximise potential new European Structural Funds to support business growth.

(iii) Knowledge Economy

What are the challenges?

The Knowledge Economy is a wide-ranging category, but principally comprises scientific & technical, manufacturing, knowledge-intensive public services, back-office financial services, professional services, digital/creative and superfast broadband. 4,000 people are employed in Sefton's manufacturing sector although there has been a contraction of 14% overall since 2010; Sefton's productivity growth rate is lower than both Merseyside and England (Sefton tends to generate jobs in less productive sectors with large pools of people in 'non-permanent employment'.

Opportunities exist in Business and Professional Financial services which are expected to grow and already accounts for 12% of employees in Sefton. The Digital and Creative sector also presents some cause for optimism in Sefton with a 98% rise recorded in employment growth between 2010 and 2015.

Who are we working with?

InvestSefton continues to work with a range of partners including Liverpool Vision, LCR Local Enterprise Partnership, and universities, whilst continuing to work closely with businesses within the Knowledge Economy, providing them with both 1:1 and 1 to many support.

At LCR level, two Sefton businesses, United Automation and Greencore Foods sit on the 'Making it' Board which looks at the future of manufacturing, shares best practice and research with membership spread across a broad range of leading companies and organisations.



InvestSefton also works with LCR 4.0; A city region ERDF initiative. The project is delivered by a partnership of the University of Liverpool's Virtual Engineering Centre (VEC), Liverpool John Moores University (LJMU) Faculty of Engineering and Technology, Sensor City, STFC Hartree and Liverpool City Region Local Enterprise Partnership (LCR LEP). The project will provide businesses the opportunity to develop smarter products, processes and supply chains to increase productivity, improve their competitiveness and de-risk innovation. This project aims to be the first of its type in the UK, to actually help companies implement new technological developments and fully embrace the benefits that the initiative will bring.

How are we addressing the challenges?

InvestSefton engages with businesses in this sector through both direct 1:1 intensive support and network events, most notably Professional Sefton. At city-region level InvestSefton engages with the LCR Local Enterprise Partnership and the universities in the development of the Low Carbon Eco- Innovatory Hub and Project 4.0 which focuses on manufacturing.

Sefton Council is also a major partner in the Merseyside Connected Superfast Broadband project lead by Liverpool City Council. The council's Regeneration team is helping with the roll out of superfast broadband in the borough as a result of funding secured from BDUK and ERDF.

What have we achieved?

The Knowledge Economy has the highest amount of business engagement of all four key sectors and includes notable key strengths in both manufacturing and financial and professional services. 8 out of the 13 aforementioned companies awarded Regional Growth Fund grants are from the Knowledge Economy; the sector remains a key area of focus for InvestSefton business engagement activities

Other notable progress includes:

ProfessionalSefton

ProfessionalSefton is a private sector led group and has been in existence since February 2015. The group consists of accountants, architects, solicitors, commercial estate agents and surveyors. These professions also serve as 'gatekeepers' to potential growth businesses as they provide business to business services to a wide range of clients.

Financial, business and professional service also accounts for approximately 10% of employment in Sefton including major companies such as Santander, Payment Shield and Experian. However the network is being driven by some 35 Sefton businesses and has recently established itself as a private limited company.



Meetings are held quarterly and previous speakers have included Liverpool & Sefton Chambers of Commerce and Home & Communities Agency – aiming to provide the group with information relevant to support their clients. Meetings are held in both the north and south of the Borough.

Case study

Churchill Sheds Ltd manufactures purpose-built sheds, industrial barns, office units and workshops. Customers include businesses, the hospitality sector, and rural producers. The business was established in early 2016, and they have invested in a web site, advertising and paid for SEO. The business has marketed itself primarily as a shed manufacturer. Their long-term aim is to develop the log cabin market as these can retail at £25k-£30k. To support this, they are in discussion with their landlord to rent land adjacent to their site, for a display of sheds and workshops. However, the business wishes to bid for work with public agencies including RSLs and Housing Trusts, to cover quieter winter periods, and support cash flow. Assistance was provided using the Planning Portal to source work with developers and main contractors, and bidding for public contracts. The business wishes to invest in notching equipment to save the need to outsource work, and assistance has been provided with identifying funding streams, and grantfinder searches.

Merseyside Broadband Programme

Sefton's Regeneration team has continued to support the roll out of superfast broadband. Following on from the successful Merseyside Connect project, 'gainshare' advanced investment funding has been made available to continue to deliver the remaining elements of the Merseyside Broadband Programme until June 2018. The 'gainshare' funding will be used to provide top up funding to bring superfast broadband services to areas that would not have been part of the commercial roll out by BT and Virgin etc. because of a lack of financially viable. By improving access to and the quality of broadband provision, the 'gainshare' project will enable local companies to use technology to adapt and deliver their services and grow their business.

What are the challenges?

A **low-carbon economy** is an economy based on low carbon power sources, thereby reducing the amount of greenhouse gas emissions into the environment. Changes in policy and scientific advances now mean that renewable and energy efficiency technologies can play a significant role in displacing fossil fuels, meeting the demand for energy while reducing carbon dioxide emissions.

Sefton like all regions is facing similar challenges as it strives to become a low carbon economy:



- The rising costs of energy (domestic and commercial)
- CO2 emission targets (national and international)
- The demand for a low carbon supply chain (businesses and skilled employees)
- A platform on which to develop sustainable businesses

There are many stages to developing a local carbon economy but the first simple step is clear 'save energy save money', the money saved can be:-

- spent by households in the local economy; and
- invested by businesses to make their business more sustainable, increase competitiveness and help to provide a platform for growth.

CO2 Emissions

The UK has a target to reduce CO₂ emissions by 60% by 2050. This is a huge challenge and will need to be tackled on several fronts over many years. Emissions don't just come from power stations and transport, homes produce 27% of the UK's CO₂ emissions with commercial properties emitting 18%.

Supply chain

Long term challenging targets means that the market for low carbon goods and services can only grow. The low carbon goods and services supply chain will become crucial to achieving those targets as large companies look to their suppliers to help them hit their targets. Businesses need to adapt now if they are to retain their competitiveness in a supply chain. The first phase is demonstrating that the business has taken steps to taken to reduce energy consumption and reduce CO₂.

Sustainable businesses

Businesses need to be sustainable before they can grow further. Sustainability can take many forms such as adapting to a changing market place, including making use of Information Communication Technologies. In Sefton that means improving basic telecoms provision to ensure 'superfast broadband' is rolled out, making it easier and faster for businesses to communicate and trade electronically (see Knowledge Economy sector).



Who are we working with?

- Liverpool City Region Local Enterprise Partnership
- Liverpool City Council, Halton, Knowsley, St Helens and Wirral Councils
- Liverpool John Moores University
- The Carbon Trust
- VIRIDIS
- Liverpool & Sefton Chamber of Commerce
- ERDF LCR Future Energy project
- Low Carbon Eco-Innovatory project

How are we addressing the challenges?

Sefton Council works in partnership with other city region wide organisations in working towards achieving a low carbon economy such as Viridis. Their Stage 1 submission to the European Structural Investment Funds 2014-2020 for over £7m of European Regional Development Fund grant to fund the installation of innovative and whole place solutions to homes across the Liverpool City Region was successful and had been worked up in to a full application.

ERDF LCR Future Energy Project

ERDF LCR Future Energy is a £3.7m programme designed to help small to medium sized enterprises (SMEs) in the city region's energy supply chain to grow. The project started in January 2017 and will run to December 2019. It will be delivered by Inventya Solutions (a leading business support and market research company), Gyron LLP (a specialist provider of strategic, economic and consulting services for the low carbon and environmental industries) and Liverpool John Moores University (LJMU). It will be funded by ERDF, LJMU and private sector contributions.

The project provides four key services:

(i) **Technical Supply Chain engagement, promotion and support**

- Mentoring for SME suppliers to help understand and meet the requirements of large companies in the renewable energy supply chain
- Advice and information about how to secure and deliver large contracts e.g. process, proposal writing, quality standards, how to present



- Events; workshops one to one advice from Specialist Advisers
- (ii) **Building the capacity and capability of SMEs to establish sustainable businesses**
- Support to obtain external specialist consultancy advice to develop products, systems and processes. This consists of grants of 30% up to a maximum of £10,000 to contribute to the cost of procuring external expertise. Total grant budget £630,000
- (iii) **Technology/Service validation**
- Support for innovative SMEs to validate their technology against the demand and requirements of supply chains/customers
 - The market often requires product validations and specifications, for which research and data analysis is required. This is provided by LJMU.
- (iv) **Introduction to renewable energy supply chains**
- LCR Future Energy will help SMEs commercialise and exploit their products and services locally, nationally and globally by:
- Undertaking market and competitor research to identify opportunities and contacts (buyers, distributors and agents)
 - Market introductions-25% grant contribution of up to £10,000 for supported trade shows is available towards stand costs. LCR delegations may be supported where demand dictates. Relevant trade shows will be identified and promoted and potential meetings will be arranged through partners.
 - Commercial contracts will be publicised on the LCR Future Energy website
 - Total grant budget £70,000

A range of media will be used to promote the project to SMEs. The project is keen to work closely with other ERDF assisted initiatives and the Business Growth Hub. InvestSefton's Service Manager has been appointed to the LCR Future Energy board representing the Liverpool City Region Business Growth Programme. From a Sefton perspective InvestSefton will promote the projects as part of a wider offer, including managed referrals into what is a complementary programme of support. Meetings with the project advisers have already been arranged to discuss referral arrangements.



A case study of a business from the Low Carbon sector, supported by InvestSefton is provided below:

Case Study

CJB Energy Services Limited is an independent energy consultancy based in Formby. The business provides services for developers during the planning and build stage, and for businesses and organisations looking to reduce energy costs, and their carbon footprint. This includes project managing infrastructure supply, metering, contract negotiation and renewable energy recouping overcharges for usage or redundant meters. The business has developed its own online commercial energy services portal and work with 20+ national and international energy providers. The business was assisted with developing marketing materials, and sales and marketing plan to target markets by segment, including developers, public agencies, independent care homes and nurseries, and the independent hotel sector in Sefton. They were also assisted with tendering advice and using Contracts Finder to bid for public sector contracts.

Looking ahead

Over the coming months we will work with VIRIDIS to progress their ERDF bid into a fully-fledged live project. We will continue to explore new opportunities for funding and new methods of working together. InvestSefton will continue to work with the LCR Future Energy project to develop a pipeline of referrals.

InvestSefton will continue to work with the LCR Future Energy project to develop a pipeline of referrals.



Objective 4 Create conditions for growth

What are the challenges?

Sefton needs to increase the number of businesses operating in the borough and in order to do this suitable sites need to be identified and developed to make them attractive to businesses wishing to invest in the borough. Bringing forward new sites that could generate additional business income is difficult because land preparation is a complicated and time-consuming activity, examples of the actions and activity required include marketing sites to investors and facilitating landowners and developers in converting land.

The Housing Investment Team continues to work with a number of developers and Registered Providers to facilitate new housing across the borough. Officers work closely with local Registered Providers and the Homes and Communities Agency regarding the bidding round for the Affordable Homes Programme with the intention of developing a pipeline of social and affordable rented properties, particularly in areas in the north of the borough where they are required most.

Identifying and bringing forward land for employment, for new homes and creating access routes are key to this.

Who are we working with?

Identifying and bringing forward sites for development requires the involvement of all sections of the community including local businesses, residents, community stakeholders, landowners and developers. Each has a vital role in ensuring the most appropriate sites are brought to market and our economy grows. We also continue to work through the LCR LEP, and have continued involvement in the Regeneration Directors Group and associated Working Groups.

How are we addressing the challenges?

We will pursue a number of Sefton's key priorities through ongoing partnership with the LCR LEP and the Combined Authority, particularly where they are of City Region significance, as explained in the City Region Growth Deal to Central Government.

The Council has undertaken four investment studies to identify development opportunities in:

- Bootle Town Centre & Office Quarter - Bootle Town Centre Investment Framework
- Dunning Bridge Road – Dunning Bridge Road Economic Investment Strategy
- Crosby Town Centre – Crosby Investment Strategy
- Southport Town Centre and Seafront - Southport Development Framework



Port Access

Multimodal Port Access – The LCR Port Access Steering Group has continued since 2012, supported by Sefton Council with the participation of DfT, Network Rail, Highways England and Peel Ports. Terms of Reference for the group, governance and a set of key messages were agreed in 2012. A work programme was developed and is being delivered, including rail, water-based and road transport measures. Network Rail is funding improvements to the rail network and Highways England are developing a major road improvement scheme. Options for the major road scheme were the subject of public consultation in early 2017.

The Highways Agency (now Highways England) invested £6m in the A5036 Princess Way roundabout, which was completed in Spring 2015, and the Thornton Switch Island Link was completed in Summer 2015.

Local Plan

The Sefton Local Plan is facilitating the conditions for future investment by making sure adequate land is available across the Borough to meet future employment, housing and transport needs. Following a local plan examination and the subsequent issuing of the Inspector's final report on 15th March 2017, the Sefton Local Plan was adopted by the Council on 20th April 2017.

What have we achieved?

Bootle Town Centre Investment Framework

Lambert Smith Hampton has developed an Investment Framework for Bootle Town Centre it was published by Sefton Council in October 2016. It is a high level strategic document and will be used to guide future development in the town. It forms the starting point of conversations with investors and developers, this is crucial given that the future development and regeneration of Bootle will be delivered in partnership with local stakeholders and investors. The Council's main role will be to facilitate and enable the development and not provide direct funding in most cases.

Crosby Investment Strategy

A high level Crosby Investment Strategy was published by the Council in November 2015. A Supplementary Planning Document (SPD) is being developed which will support the Crosby Investment Strategy in promoting the regeneration of the centre. This will include supporting high quality new development on key sites within the Centre, and enhancing the Centre's overall accessibility and appearance. A programme of environmental works within the town centre funded by s106 contributions is being delivered. Phases 1 and 2 has been



completed and comprised Christmas lighting, tree planting, new power points, lighting, paving and CCT provision. The installation of new street furniture (Phase 3) has commenced and is due to be completed by the summer.

Officers will continue to work in partnership with key stakeholder to enable viable development sites to come forward and attract investment.

Dunnings Bridge Road Economic Investment Strategy This baseline study provides the data appropriate for the preparation of indicative development proposals for each of the sites within the Strategy Area. With this report and these indicative proposals, the Council intend to determine the future investment requirements and outcomes that may assist in securing additional external funding. The detailed Investment Strategy prepared as a development of the baseline study provides commentary on the analysis of occupancy, ownership and the development potential of the key sites. The Council will continue to review opportunities along Dunnings Bridge Road.

Southport Development Framework

Nexus BroadwayMalyan have developed a Development Framework for Southport was published by Sefton Council in November 2016. As with the Bootle Investment Framework, it is a high level strategic document that will be used to guide future development in the town. It will form the starting point of conversations with investors and developers, this is crucial given that the future development and regeneration of Southport will be delivered in partnership with local stakeholders and investors. The Council's main role will be to facilitate and enable the development and not provide direct funding in most cases.

Housing Regeneration

Sefton Council is currently developing a delivery plan for its Housing Strategy (2016-2021). This delivery plan will recognise that housing plays a key economic and social role in improving the lives of Sefton residents through economic regeneration, direct job creation and improving the quality of existing homes and the neighbourhood environment. This strategy will support the delivery of the *Local Plan (2012 - 2030)* and the *Health and Wellbeing Strategy (2014-2020)* by ensuring:

- The delivery of new market and affordable housing in the borough, to help meet the needs of Sefton's changing population, including families, the elderly and other people with special housing needs ;
- To support older people and those with long term conditions and disabilities to remain independent and in their own homes;
- To seek to address the wider social, environmental and economic issues that can contribute to poor health and wellbeing.



Housing Delivery

Sefton has a number of large housing regeneration schemes throughout the Borough. These will be delivered by the Council alongside its development partners over the coming years. The former south Sefton Housing Market Renewal regeneration sites in Klondyke and Queens Bedford have delivered 252 homes over the past couple years, and are set to build a further 292 dwellings in the near future, Klondyke Phase 2/3 commenced on site in early 2017.

In Southport, David Wilson Homes alongside other partners completed the acquisition of the Kew Housing and Employment site early in 2015. The site is currently under development with the first new properties already occupied and the remaining phases on the land continuing to be prepared for more new homes.

Looking ahead

During the next 6 months we will continue to work with investors and developers and stakeholders to create partnerships and initiatives to bring the Frameworks to life. As well as working this investors and developers to explore growth opportunities in other parts of the borough.



Objective 5 Increase opportunity and employment

What are the challenges?

Employment & Skills

Between 2011 and 2015 the overall rate of growth in Sefton has remained lower than local, regional and national comparisons. Sefton grew 1.2% during this period, whilst the Liverpool City Region enjoyed more than double this at 2.6%, the North West at 4.8% compared to 6.3% for Great Britain. Sefton remains reliant upon public sector employment and with the predominance of small businesses in the borough; these very real barriers to employment growth remain.

The next wave of Welfare reform was implemented by the Department for Work and Pensions (DWP) during the latter part of 2016 and the impact of this is being felt by local families, primarily those with children. Additional benefit cap rules have come into force, affecting a wider range of families with smaller numbers of children than during the first phase. Figures for this show that in November 2016, 38 families in Sefton were capped. **This has risen to 224 families being capped by February 2017.** This continues to place potentially vulnerable families in immediate danger of hardship and poverty and puts their housing situation at risk. Sefton@work continue to support clients who are undergoing significant changes to their household situation which can also make it difficult for families to focus effectively on finding and sustaining work. The risk of lower level mental health issues such as anxiety and depression increases for families in this situation. Dedicated support is being put in place to offer additional support during this next period.

Sefton@work continues to deliver a range of interventions for Sefton residents, primarily delivering the flagship LCR £42m Ways to Work ESF programme during 2016/17. This equates to around £6million of resources for Sefton residents into 2018 and has included widening the young persons offer to a wider cohort through Youth Employment Initiative and ESF combined. We can currently offer a personalised budget to workless Sefton residents aged 16-29 years to help with employability, and the launch of the Intermediate Labour Market (ILM) programme funded through Ways to Work and Sefton MBC provides an important job offer to participants by providing employers with employment grants to take on local unemployed people in a training capacity whilst paying a real wage and gaining valuable work experience. This has been extremely popular during 2016/17 with 70 Job opportunities identified as suitable ILM positions for those finding it difficult to compete effectively in the open labour market.

Post 14 education and training

Sefton has traditionally enjoyed the lowest NEET (Not in Education Employment or Training) rate in the Liverpool City Region, but since August 2016 the downwards trend has reversed. The rate of NEET (16-17) in Sefton is now 5.48% (February 2017). The borough-wide



figure masks divergent performance between different parts of the borough, with a 16-17 NEET rate of 8.67% in South Sefton and 3.45% in North Sefton.

Much of the targeted Post 14 activity is aimed at those most at risk of exiting from the training and education arena at a young age. Efforts have been hampered by the ongoing squeeze on budgets and resources, making it harder to execute statutory and non-statutory responsibilities. This has had an impact on the participation of specific, vulnerable group such as Looked After Children, Youth Offenders, Care Leavers, young people with Special Educational Needs and Teenage Parents.

The changing face of education is an ongoing challenge, with a variance in the range and quality of Post 16 provision. This has been exacerbated by the fact that several schools have now become Academies, creating an even more fragmented picture. Similarly, there is the need to provide oversight from a pre-16 Information, Advice and Guidance (IAG) perspective given the numerous, seemingly disparate range of initiatives currently available.

Sefton has an emerging difficulty, mainly due to falling numbers in Post 16 and the exercising of choice which puts pressure on the viability of Sefton's Further Education institutions. Further, there has been a marked change in the number of young Sefton residents choosing educational options outside of the borough. This is particularly significant at Level 3 provision, with increasing numbers opting to travel to Lancashire and Liverpool.

There is stagnation in the growth of the numbers of students obtaining a Level 3 qualification by the age of 19. Nationally, this figure has risen 9% since figures were first published as opposed to a 1% rise in Sefton in the same period.

The requirements for students to obtain a 'C' grade in maths and English before completing a Level 3 qualification has increased pressure on the entire FE sector as Colleges now have to incorporate options for resits within a greater number of their teaching programmes across the entire curriculum area and ensure that all learners achieve maths and English GCSE by the age of 19.

There is a lack of local quality employment opportunities currently available, hindering efforts to grow the Apprenticeship offer.

Community Learning

The Service has realigned many of the courses with a stronger emphasis towards preparing individuals aged over 19 towards employment. It is important for the Service to raise its profile as a lead provider for the delivery of employability skills courses that support unemployed Sefton residents to ensure that the Service is represented as part of the wider team of JCP work coaches who in turn make suitable referrals.



Who are we working with?

Employment & Skills

Sefton@work continues to work flexibly to reach our target audience and provide a comprehensive service offer. Recently re-accredited for both Customer Service Excellence and Matrix (governing the use of Information, Advice & Guidance IAG services) Sefton@work have also successfully delivered the L30's Million funded employment initiative – a geographically focussed delivery model in conjunction with local partners. Dedicated resources have been deployed in the area to work specifically with local residents to gain and sustain work. The Youth Employment Gateway initiative continues focussed on 18-24 year olds, which expanded this year thanks to YEI and ESF funding enabling us to support those aged 16-29 with a personalised budget. Budgets have been spent on a range of different support mechanisms including providing travel costs, clothing and equipment for training or employment, licences, levels of identification, licences and training. This is flexible support and has helped those in social housing overcome rent arrears to help them sustain work.

Whole family working remains a priority through the Sefton Turnaround project with some of the most disengaged families within Sefton, and we have seen successes in getting individual family members into work. Dedicated advisers work with clients on a one to one basis, dealing with issues such as gang culture and youth offending and liaising with colleagues around the authority to support the clients into work.

Supporting the Mental Health agenda has seen much closer working with Imagine Independence, through offering service support and a range of activities to help those with mild mental health issues such as anxiety or depression and helping clients to find employment. Recent successes include a long term Imagine client who has recently found employment on our Ways to Work ILM programme after finding it difficult to secure employment opportunities.

We have worked in partnership with Sefton Carers Centre by funding an out of hours helpline for Carers who may need support in gaining or sustaining work due to caring commitments through our Carers in Employment initiative. This pilot project has enabled Sefton@work to target Carers and find innovative ways to support them to sustain employment. This is being nationally evaluated and we welcome the findings from the 10 pilots nationally to help improve our service to this client group. One element of this was the successful launch of the Employers Guide to Employing Carers offering practical advice on adapting policies and procedures, in work support and tips on ways carers can undertake their caring responsibilities with the support of their employer, leading to a more effective working relationship and reduced absenteeism.

The Aspiring Instructors course was run during 2016/17 in conjunction with Active Sefton & Leisure Services. This supported 12 local unemployed and workless residents with a new range of qualifications and experience in the sports industry, ranging from wet sports such



as paddling and sailing to dry sports such as gym instructing and coaching. It continues to prove a particularly motivating programme for those that are exploring future job options and have become disillusioned with a lack of opportunity.

Through the employer liaison function, Sefton@work continues to engage with local employers to provide work placement opportunities and to capture job vacancies for clients working with our advisers. Pre-recruitment and post-employment support remains a key function of our service offer for employers and new employed clients. Specific support for apprentices has been identified as a Council priority, and grants have been available for apprentices being paid the national minimum wage rate for their age through our Sefton Apprenticeship Scheme.

Post 14 Education & training

Sefton commissions Career Connect Ltd to deliver a targeted careers information, advice and guidance (CEIAG) and tracking service, specifically for those young people who are not in employment, education and / or training (NEET) or at risk of becoming NEET and those who are identified as vulnerable. The three year contract has been rolled forward into 2017/18 for evaluation and review.

The Council works with schools, Colleges and a range of Training Providers to ensure that the Sefton Post 16 'offer' is wide ranging and effective. A Sefton Participation Group of key intermediaries and destinations tracks young people's transitions from education to the adult world of work. Unfortunately, the closure of a number of training providers who provided suitable study programmes for those at risk of NEET continues to have an impact on young people in the area and the breadth and number of opportunities available, especially with regard to apprenticeships.

There are several borough and City region wide groups which meet effectively, with the main intention of increasing participation, quality of education and training, breadth of choice and management of the 'market' of provision.

The Combined Authority for the Liverpool City Region has approved the recommendations of the Area Review of Further Education. Under the terms of the LCR Devolution Deal, the Review was led by Cllr Ian Maher (Combined Authority Portfolio Holder for Employment & Skills). In line with the Review, Hugh Baird College is set to merge with South Sefton Sixth Form College, while Southport College is to merge with King George V College. At a later date, the two college groups will merge in one Further Education entity. This is to ensure the viability of FE in Sefton, safeguard local, flexible and responsive provision, and allow strategic specialisation within the institution's workforce and estate, in line with the priorities of the Sefton Economic Strategy.



Adult Community Learning

Sefton Adult Community Learning Service is working with a number of local Job Centre Plus managers and area managers to ensure that we have a presence within Sefton. The Service is also working closely with Sefton@work to deliver employability programmes for their clients.

The Service is working with other local groups including Sefton Volunteering Service and the Sefton Coastal partnership to provide specific courses which support local residents and projects. Sefton Community Learning Service is also working with other organisations to provide training for volunteers and unemployed residence to provide them with greater opportunities to gain voluntary or paid work at “The Golf Open” and other events.

The Service is also providing Learning opportunities to the following organisations: Children Centres, Schools, community Venues, Health Centres, Sefton Carers, Sefton Care Leavers, Women’s Refuge Centres, Library’s and local charities.

How are we addressing the challenges?

Employment & Skills

The Ways to Work ESF programme continues to deliver a range of interventions to workless Sefton residents. For the 2016/17 year we have reported 849 starts on this particular programme and 260 evidenced job starts. We are busy working with employers to gain the relevant evidence for job outcomes in order to meet ESF criteria. A range of interventions help clients into work – coaching, IAG, training, motivation & confidence building, digital skills training. This support is available until 2018 and focusses on two key strands, one for young people under the age of 29 and one for adults.

The Project provides local unemployed and workless clients with a suite of interventions to support them gaining and sustaining employment. In Sefton, this will primarily be run through Sefton@work, providing specific support in areas such as paid work placements, training, motivation and confidence building, job search and interview support, group and one to one sessions, access to transport support and overcoming other barriers to participation.

A significant number of paid work placements known as ILMs have been devised, these enable clients to access support in the workplace to help overcome barriers to sustainability. Local employers are invited to take part in this initiative by offering national minimum wage for the age opportunities over and above their existing workforce, to enable those with little or no employment experience to understand better the world of work. Ongoing support will be available to help sustain clients in employment for the duration of the opportunity.



Where appropriate, opportunities created through the ILMs will be available to clients engaged with other Council services and initiatives such as Sefton Turnaround and the Leaving Care teams. This will maximise the impact services can have by supporting clients' right through their journey into successful employment.

Personalised budgets are still available to young people under the age of 29 to overcome barriers to gaining and sustaining work. This can include accessing funding support for training, clothing, travel or a range of other options – clients work closely with their personal client adviser to identify and source appropriate support.

Sefton@work employer liaison staff will continue to work closely with local companies to secure job vacancies and voluntary work placements to ensure our clients have access to a stream of employment opportunities

'Think Differently, Cope Differently' is a specific programme we run that helps those with low level mental health issues to consider their situation in a supportive environment and explore options and alternative techniques for coping strategies. Closer links have been forged with Imagine Independence to provide employment support to those in receipt of secondary mental health services. This has helped to align the service offer via Sefton@work with partner organisations, encouraging cross referral where appropriate and supporting a wider client group to access employment and placement opportunities. A dedicated resource within the Sefton@work employer liaison function aims to improve linkages with employers.

Adult Community Learning

Sefton Adult Community Learning managers and JCP managers have formed strong links and meet regularly to update on the range free courses that are on offer, co designing and develop contemporary programmes suitable for unemployed clients. The Services engagement officer is visiting Southport, Crosby and Bootle Job centres on a weekly basis promoting the Services courses to front line staff.

The service has supported "Sefton's Big Choices" event held at the Bootle Investment Centre which attracted over 230 customers. The Service is hosting an Open Day for "The Golf Open" on the 10th April for residents to find out how they can access the event either in work or a volunteering capacity.

What have we achieved?

Employment & Skills

Nearly 1,000 local residents have registered with Sefton@work during 2016/17 – exceeding our target by around 11%.



The latter half of 2016/17 proved a bumper period for getting clients into work. We achieved 289 in this period, compared to 102 in the first 6 months of the year. Overall this meant 391 clients found employment successfully with Sefton@work – a job entry rate of 40% which is fantastic. When broken down by age, our aged under 29 into work percentage proved even more successful, with a job entry rate for the 16-19 years of 45%.

Clients aged under 29 have the opportunity to access a personalised budget if they engage with Sefton@work and produce an action plan – during 2016-17, **414 clients accessed a personalised budget** to provide support in accessing training or employment. This has supported a range of clients, supporting some with travel, work clothing, training courses, licences or DBS checks, bikes, equipment for self-employment.

The Ways to Work programme provides local unemployed and workless clients with a suite of interventions to support them gaining and sustaining employment. Sefton@work advisers are busy providing specific support in areas such as paid work placements, training, motivation and confidence building, job search and interview support, group and one to one sessions, access to transport and overcoming other barriers to participation. The employer liaison team continue to work with local employers; running customised training or briefing events, securing vacancies for local people, providing paid and unpaid work placements, and apprenticeships

A significant number of paid work placements known as ILMs have been devised, these enable clients to access support in the workplace to help overcome barriers to sustainability. Local employers are invited to take part in this initiative by offering national minimum wage for the age opportunities over and above their existing workforce, to enable those with little or no employment experience to understand better the world of work. Ongoing support is available to help sustain clients in employment for the duration of the opportunity. To date we have established 70 ILM opportunities, these have been with a range of employers in both the public and private sectors. Examples of trainee jobs include cycle mechanic, data assistant, childcare worker, butcher, plumber, carer support worker, bead saw operative, joiner, warehouse operative, graphic designer. We are just beginning to see those leaving their ILMs securing work, many staying with their ILM employer. We will monitor the success of this into 2017/18.

Where appropriate, opportunities created through the ILMs are made available to clients engaged with other Council services and initiatives such as Sefton Turnaround and the Leaving Care teams. This maximises the impact services can have by supporting clients right through their journey into successful employment.



Indicator	Annual Target 2016/17	Actual Apr 2016 – Sept 2016	Actual Oct 16 – Mar 17	Total Performance Apr 16 – Mar 17	WRAG Rating
Total Sefton@work registrations	899	451	546	997	😊
Male registrations	53%	56%	61%	59%	😊
Female registrations	47%	44%	38%	41%	😞
No. of participants registering aged 29 or under	550	290	247	537	😊
No. of participants into employment	270	102	289	391	😊
No. of participants into employment aged 29 or under	185	67	174	241	😊
No. of ILM positions created	75	45	25	70	😊

Case Study

Kevin aged 26, has been unemployed for over 5 years after being made redundant in 2010. Kevin was also a carer for his son. Over the years he has completed a variety of courses and certificates including Counter Balance Forklift Truck and the SIA Security Badge but had not managed to find employment.

Kevin felt he lacked confidence in interviews and this was a major barrier to finding employment. After spending 2 years on the Work Programme Kevin returned to Sefton@Work joining our Ways to Work ESF programme and with the help of his adviser Karen set about tackling his barriers to employment. With his son now in school Kevin could now look for full-time opportunities. When our ILM programme started in 2016 Karen discussed this with Kevin and together they both discussed suitable opportunities. With no work history in the last 5 years the ILM was a perfect opportunity for Kevin to get back into work.

Kevin engaged in our Employability training courses undertaking Interview Skills training which helped to boost his confidence. Sefton@Work also arranged for Kevin to see the Money Advice Service so he could have access to 'In work benefit calculations'. In September 2016 Karen emailed Kevin details of an ILM Driver/Loader vacancy for the Furniture Resource Group (FRC) to see if Kevin would be interested. Kevin was extremely interested in the vacancy and undertook a pre-screening interview with Sefton@Work's Employer Liaison Team. He was then interviewed at FRC in Brunswick Business Park but unfortunately did not pass the interview. Feedback from the



Employer Liaison Team. He was then interviewed at FRC in Brunswick Business Park but unfortunately did not pass the interview. Feedback from the



employer detailed that Kevin did not demonstrate he would be capable of undertaking the role at interview. The position was offered to another individual who declined to take it up. Sefton@Work managed to secure a second interview for Kevin and he was given further coaching by his adviser Karen. Working with Kevin, Karen broke down the job description looking at duties and how Kevin could demonstrate he had the skills needed for the role. He was successful at his second interview and started with FRC in November 2016.

Sefton@Work visited Kevin in December 2016 to find out how he was getting on. We met with Kevin and asked him what having a job meant to him. His reply was, "It's BOSS! I'm getting my confidence back and being here will help me get back into full-time work."

We asked Kevin to give us a break down of a typical day at FRC. He told us, "I arrive at 7.00am and after checking the vehicles we head out in the van at 7.30am. On a typical day I will be tasked with 50 collections in a day, FRC have 4 vans which means 200 collections on most days. I collect items ranging from couches, beds, household items and electrical items to be returned to the warehouse. We break for lunch at 11.00am for 30-45 minutes then it's back out on the van again till 4.00pm. After unloading the vans and clearing the warehouse my day is done."

When asked what he liked about the role he said, "It's great to work for a family friendly company meaning I can start early and be home early when my son arrives home from school. We do different areas each day and I am training to get my 7.5 tonne truck license."

Case Study

P aged 60, an L30s Million resident, had been out of work for nearly 6 months when she heard about our outreach project with the L30s Million in the L30 Centre and Emmanuel Baptist. With over 15 years experience in administration she was finding it difficult to gain interviews and was concerned. She registered with Sefton@Work and saw June and Gareth at our outreach venues.

Through one to one advice and guidance we re-worked P's CV and discussed at length employability skills, covering letters, application forms and interview skills. P quickly realised she needed to improve the way she applied for jobs especially in completing covering letters and application forms. We updated and reformatted P's CV and also booked her onto our employability skills sessions, including skills assessment, application forms and interview skills.

Through one to one interventions and training P grew in confidence. Applying her new found skills to her application's the results were positive and P started work for Santander in early September 2016 as a Scanner and Indexing operator.





Case Study

Docklands European has been trading since 2004 and they are a family owned road haulage business, based on the port of Liverpool. They are currently responsible for the managing the cargo on the Dublin Ferries. When the business was originally set up, Sefton@Work supported all of their recruitment requirements and subsequently placed clients and local residents in posts as Stevedores, Terminal Controllers and Gatehouse Shipping staff. Docklands are expanding and therefore planning for the future. Their ILM offered an ideal opportunity for young people to gain skills and experience in preparation for a permanent job within the company. Michael has started as a Trainee Terminal Operative, working on trailers and boating ships in and out of the port and Joel as a Shipping clerk, checking in cargo. Both are doing well and the company has seen a 15% increase in business revenue since they have been working there. Feedback from the ILM programme is really positive and we have now funded an additional ILM with internal pre-screening interviews taking place in February. In addition we have recently placed a resident as a General Office Clerk.

L-R Docklands Employee, Cllr Marion Atkinson, Alex Dawson Director Docklands European (Seatruck Ferries), Lynda McGowan Sefton@Work

Case Study

On Monday 6th February 2017 Cllr Marion Atkinson, Cabinet Member-Regeneration and Skills visited three local employers in Sefton to find out more about the Sefton Ways to Work ILM programme and hear first-hand from both employers and ILM trainees.

Independence Initiative employs 20 members of staff and for 19 years has been working with individuals, agencies and the community to facilitate the long-term rehabilitation of people with a history of drug misuse. They also offer support for their families and demand for their services grow year on year. Through the ILM initiative they have been able to offer young people the opportunity to work in this interesting field. Jennifer is working as an Administrator and is their Receptionist at the new centre and Erin is a Client Residential Engagement worker that acts as a link worker to alert senior staff if additional support is required.

Cllr Marion Atkinson, ILM participants Jennifer Butler & Erin Davies, Helen Marsh Sefton@Work.



Post 14 education and training

In order to address the challenges of maintaining a low NEET figure and high numbers of young people remaining in Education and Training, the Council works closely with schools and colleges to deliver the “September Guarantee”, ensuring that all Sefton 16/17 year olds are in receipt of an education or training place.

In conjunction with Career Connect Ltd , the Council works with schools, Colleges and Providers to establish and maintain ongoing NEET and at risk of NEET registers. Career Connect, on behalf of the Council, provides quality impartial IAG vulnerable groups and individuals, providing timely risk assessments and interventions with young people.

Sefton has a strong, locally agreed, Raising Participation Strategy ensuring that young people participate in education and/or training at least up to the age of 18. As a result, Sefton learners are supported to achieve a broad range of ‘A’ levels and Vocational Qualifications and attend well on Study Programmes and re-engagement programme activities

The Council has implemented discrete service arrangements to support specified vulnerable groups which includes close referral links and co-located provision For example, outcomes for Post 16 Looked After Children, Care Leavers and young offenders. The changing policy landscape from central Government has increased the LA’s requirement to influence rather than direct schools and Colleges, and provide progression routes and pathways toward eventual employment.

Adult Community Learning

Sefton Community Learning Service has delivered a range of low level introductory programmes to 963 learners across Sefton to date. 77% of the learners who have accessed courses are not in employment. The Service has introduced volunteering programmes for learners on IT/ administration, food technology, teaching assistant, and retail related courses. Which will assists the required skills and confidence within their chosen sector.

The indicators which will be reported are shown in the table below:



Indicator	Annual Target Aug 2016 - Jul 2017*	Target Dec 2016	Actual Dec 2016	WRAG Rating
No. of community learners	2,000	500	560	😊
No. of qualification aims	99	100	10	😊
30% of learners are male	600	150	140	😊
10% of learners are BME	200	50	62	😊
70% of learners are unemployed	1,400	350	433	😊
95% community learning success rate	95%	N/A	85.3	😊
80% qualification success rate	80%	N/A	100%	😊

Note: Success rate is calculated by the number of learners retained multiplied by the number of learners who have achieved. * Relates to educational calendar.

Volunteering Case Study



Learners who had completed a basic IT course in September 2016 were offered a six week voluntary work experience working in an office environment at Cambridge Road Adult Learning Service. Four learners each completed one day per week skills refresher programme undertaking all aspects of administration within a busy real life environment. Feedback from the learners indicated that the programme gave them the confidence to take the next step in education, training or employment. This programme identified individual skills gaps which the Service is continuing to support. 100% of the participants have stated they have had positive personal development outcomes.

Each of the Learners left the programme with a Certificate of Completion presented by Margaret Carney and a reference which outlined their skills used during the programme along with attendance, punctuality, attitude and work ethic.



Looking ahead

Employment & Skills

We will continue to deliver the ILM programme through Ways to Work, identifying new valuable paid work placements for those finding it difficult to compete in the open labour market. It is the intention to support another 40 opportunities into 2017/18. The wider Ways to Work programme will offer support to other jobseekers and help to match clients with vacancies.

Youth Employment Gateway clients remain a priority to ensure that we can meet our employment sustainability targets. Eligibility has recently been extended to those not YEG eligible but aged between 16-29 potentially enabling more than 600 clients access to the £500 available personalised budget funding. We will continue to work with the L30's Million programme to build on the linkages with the area and the successful delivery of the 2016-17 targets.

The Households into Work Pilot will be launched during 2017/18 for a two year period – this will test new ways of working with families and households across the wider City Region. It is anticipated that funding will be available to all the LCR local authorities to implement this pilot and build on the work undertaken through other family based initiatives, such as Turnaround and Child Poverty Pilot.

We remain engaged with colleagues on the Sefton Turnaround initiative, helping and supporting families in their journey to work, overcoming significant barriers and engaging with other family members to maximise the impact of this support on these Sefton families.

The new Work and Health Programme is currently being tendered by DWP – this is a direct replacement to the Work Programme. Sefton@work are currently in the supply chain for the three shortlisted prime contractors and have been providing information to ensure we remain as first choice option for delivery in Sefton. Depending on who is successful, there is the chance that Sefton@work will be involved in delivery in the borough on a commercial basis.

The future of ESIF (European funding) resources is unclear and we rely heavily on this grant support to continue to operate our services. It is hoped that the situation regarding any potential replacement of grant from Europe becomes clear into 2017/18.

Post 14 education and training

Sefton is actively monitoring the implementation of the Post 16 Area Wide Review. The Sefton Participation Group is actively investigating and anticipating trends in the local labour market. A decision will be made on the future of the IAG service this year.



Community Learning

The Service continues to be funded by the Skills Funding Agency (Education and Skills Funding Agency) at the same levels in 2017/18 as in 2016/17 funding year, allowing the Service to plan for next year's provision. As a result the Services business and curriculum plan has been developed to ensure that the curriculum delivered meets the Liverpool City Region and Sefton Councils strategic aims and objectives.

The Service will continue to target learners from deprived areas, unemployed and those with health related barriers to provide them with the opportunities and confidence to progress their individual goals and aspirations.



Appendix A Statistical Profile – Latest Indicators

Key Indicators	Sefton's Position		Date of latest data	Sefton's performance compared to LCR/Merseyside average		Is the gap with the national average narrowing or widening	
	Rate/%	Value					
JSA Claimant Rate	1.2	1,971	Mar 2017	Similar: Sefton's performance matches that for the LCR	↑	Sefton's JSA rate is slightly better than the UK rate	😊
JSA Claimant Rate 18-24	0.8	165	Mar 2017	Similar: Sefton's performance continues to match the LCR	↑	Sefton's performance continues to be better than the UK	😊
NEET Population	5.2	460	Mar 2017	Strong: Sefton's performance continues to be strong	N/A	N/A	N/A
Overall Claimant Count	2.6	4,320	Mar 2017	Strong: Sefton performs well against the LCR	↑	The gap with the UK has narrowed slightly	😊
Self-Employment Rate	8.7	14,100	Jan–Dec 2016	Strong: Sefton continues to perform well against the LCR with the gap widening	↑	The gap with the UK has narrowed slightly.	😊
Worklessness Rate	8.8	14,560	Nov 2016	Strong: Sefton's performance remains higher than for the LCR	↑	The gap with UK has widened slightly	😊
Gross Disposable Household Income	N/A	£16,978	2014	Strong: Sefton is now 11% higher than the LCR	↑	The gap with the UK has widened to 5.8%	😊
Business Stock/Density per 1,000 population	50	8,230	2015	Strong: Sefton has 50 businesses per 1,000 population compared with 45 for the LCR.	↑	The gap with the UK is narrowing	😊
Business Births per 10,000 population	69	1,145	2015	Strong : Sefton business starts rose slightly in 2015, and the number of births per 10,000 population is similar to the LCR	↑	The gap with the UK has widened again in 2015	😊
Employment Rate	70.1	113,700	Jan–Dec 2016	Strong: The Employment rate continues to be higher than the LCR	↑	The gap with the UK continues to widen.	😞
Working Age Population with no qualifications	10.1	16,400	2016	Similar: Sefton's performance is only slightly better than the LCR	↑	The gap with the UK has widened	😞
Sefton Jobs	N/A	92,100	2015	Weak: Sefton experienced a 3% growth in employment jobs in 2015 better than the LCR performance.	➡	Sefton's performance in 2015 was 1% higher than that for the country as a whole	😊
Business Deaths	N/A	795	2015	Similar: Sefton saw a 7% fall in the number of business deaths in 2015, better than the LCR	➡	Sefton's performance was better than the UK as a whole in 2015	😊
LTU Rate 18-24	24.2	40	Mar 2017	Improving: the gap with the LCR has narrowed significantly	➡	The gap with the UK has narrowed significantly but is still almost 5%	😞
LTU Rate All Ages	38.1	750	Mar 2017	Similar: The gap with the LCR has narrowed to 1.8%	➡	Sefton continues to perform badly with gap now at more than 7%	😞
Working age Population Educated to level 4+	32.1	52,000	2016	Similar: Sefton's rate is now similar to the LCR	➡	The gap with the UK has widened again.	😞
Private Sector Emp	76.1	70,100	2015	Improving: Sefton's proportion of public sector employment now 0.5% higher than for the LCR. With the gap narrowing again in 2015.	➡	Sefton continue to have a much lower proportion of private sector employment.	😞
Public Sector Emp	23.9	22,000	2015				
GVA per head	N/A	£14,769	2015	Weak: Sefton is 69% of the LCR average, and the gap is starting to widen again	↓	The gap with the UK is not improving	😞
Average Earnings (workplace)	N/A	£23,984	2016	Weak : Sefton's average workplace earnings hardly grew with the gap with the LCR widening to 8.4%.	↓	The gap has widened and is now 17.6%.	😞
Average Earnings (residents)	N/A	£25,491	2016	Similar : Sefton's residents earnings grew by 3.8% in 2016 but the gap is still 2.1%.	↓	The gap has narrowed slightly but is still 10.8%.	😞



Appendix B - Glossary of Terms

Annual Population Survey - A national sample survey of households

Average Earnings - Annual full time workplace earnings

BRES - Business Register and Employment Survey

Business Demography Statistics - The Business Demography statistics will include all businesses which are PAYE registered

Business Births - Number of new businesses (Business Demography Statistics)

Business Deaths - Number of failed businesses (Business Demography Statistics)

Business Stock - The count of live businesses (Business Demography Statistics)

Claimants - The number of people claiming Job Seekers Allowance.

Confidence Levels - Extent to which an assumption or number is likely to be true when using a sample survey. For example: a confidence level of 1% means that the figure could be 1% higher or lower than that given.

Employment Jobs – Employees plus working proprietors (BRES)

Employment Support Allowance - ESA is paid to those people who are unable to work due to illness or disability.

Employment Rate - The number of people in employment expressed as a percentage of the working age population.

GDHI - Gross disposable household income (GDHI) is the amount of money that individuals (i.e. the household sector) have available for spending or saving. This is money left after expenditure associated with income, e.g. taxes and social contributions, property ownership and provision for future pension income.

GVA - Gross Value Added is the difference between the value of goods produced and the cost of actually producing them.

LCR - Liverpool City Region

LEP - Local Enterprise Partnership

Long Term Unemployed - The number of people claiming Job Seekers Allowance for 12 months or more.

NEET - Young people 16-18 years Not In Education, Employment or Training

On-Flow - New claimants moving on to Job Seekers Allowance. These figures will not include those claimants moving onto Universal Credit.

Off-Flow - Claimants moving off Job Seekers Allowance, either into work, other benefits, education or who just failed to sign. The percentage of off-flows with a "not known" or "failed to sign" destination has increased since the start of the series (representing in excess of 40% of total Sefton off-flows). This is because the



completion levels of the forms filled in by JSA leavers have decreased. Many of these unknown leavers will have moved into employment. For the purposes of this exercise we are only using the number of “Known” destinations.

Unemployment Rate - Unemployed people are those without a job, have actively sought work in the last four weeks and are available to start work in the next two weeks or; out of work, have found a job and are waiting to start it in the next two weeks. The rate is calculated as a percentage of the working age population.

Universal Credit - This benefit is replacing the 6 main benefits and tax credits, income based Job Seekers Allowance, income related Employment Support Allowance, Income Support, Working Tax Credit, Child Tax Credit and Housing Benefit.

Worklessness Rate - the proportion of working age residents claiming out of work benefits (JSA, ESA/Income Support, Lone Parent and other income related benefit)

Working Age Population - All residents aged 16 – 64

Statistical Terminology

When looking at residents who are **not in employment**, it is necessary for us to use three different data sets:

Unemployment is measured by a national sample survey – the Annual Population Survey – and is the most comprehensive dataset for understanding the number of residents who are without a job, regardless of whether they are receiving benefits (the definition used by the International Labour Organisation). These residents must also be actively seeking work. Datasets are produced quarterly, with each dataset containing 12 months of data.

Worklessness is a term for residents of working age who are not working whether they are seeking work or not. They are measured by counting all out of work benefits: JSA, ESA/IB, Lone Parent and other income related benefits (Department of Work and Pensions). Data release was quarterly, however, future data will only be released 6 monthly.

JSA Claimant Count provides information just on the number of residents who are seeking work i.e. in receipt of Job Seekers Allowance (Department of Work and Pensions). Data is released monthly, one month in arrears. This dataset allows us to see more immediate changes in unemployment.

Claimant Count is now calculated by combining JSA claimants with Universal Credit “not in employment” claimants.



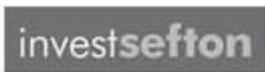
Data sources

Data	Website
Annual Population Survey Annual Survey of Hours and Earnings UK Business Counts DWP Data Business Register of Employment	www.nomisweb.co.uk
Gross Value Added Gross Disposable Household Income Business Demography	www.ons.gov.uk
CO2 emissions	www.gov.uk/government/statistics/local-authority-emissions-estimates
Destination of School Leavers	www.gov.uk/statistics
Not in Education, Training or Employment	www.careerconnect.org.uk



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