



Sefton Economic Strategy 2026-28

Sefton Council
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FOREWORD

Over the past decade, Sefton Council has remained steadfast in its commitment to supporting economic growth across the Borough. Thanks to this sustained effort, Sefton has continued to be resilient, attractive, and diverse, even in the face of significant economic challenges. Our ambitious **Growth and Strategic Investment Programme** has progressed at pace, and we are now delivering key phases of our regeneration plans.

While we remain determined to capitalise on the many opportunities that will drive the Borough's development, we recognise the very real challenges that lie ahead. Our goal is clear: to deliver economic growth that benefits all Sefton residents, communities, and businesses.

Since our last Economic Update in 2022-23, local, national, and global markets have experienced considerable disruption and instability. More recently, the tragic and horrific events of 29th July 2024 in Southport deeply affected our communities and our economy. The response and ongoing recovery from that event is a critical element in shaping this refreshed economic strategy.

The **2022 Sefton Economic Strategy** and its action plan laid a strong foundation for our current work. This updated strategy continues to build on our four established **thematic objectives** and aligns closely with Liverpool City Region [LCR Growth Plan](#) and the [UK Modern Industrial Strategy 2025 - GOV.UK](#)

Sefton Council remains committed to providing leadership and delivering a robust, place-based regeneration strategy. Working in partnership with stakeholders across the public, private, voluntary, and social economy sectors, we are advancing large-scale development opportunities. These include complex strategic employment sites and a comprehensive business support programme that champions business start-ups, resilience, growth, innovation, and job creation in key sectors.

We are focused not only on economic outcomes but also on **social value**, ensuring that growth is inclusive and far-reaching. To achieve this, we are continuing to work with the **Liverpool City Region Combined Authority, Growth Platform**, and neighbouring authorities to encourage investment and foster an economy where people and businesses can flourish.

Looking ahead, we remain committed to making Sefton a destination of choice for **living, working, investing, and visiting**. Through ongoing engagement with businesses and communities, we are confident that our four strategic objectives continue to reflect the needs and aspirations of the Borough:

- Employment and Opportunities for Work
- Business Growth and Investment
- Regenerated Places
- Inclusive Growth and Access for All (IG)

To underpin these thematic objectives, we have refreshed the **Sefton Economic Strategy Action Plan for 2026/28**. The updated Action Plan provides a clear roadmap with defined goals and measurable outcomes across each thematic area and, where applicable, subset.

We are committed to regularly reviewing progress, sharing key findings, and refining our approach based on evidence. These efforts will also support our case to Government for further funding and investment, by demonstrating the tangible difference local initiatives can make.

The **Sefton Economic Strategy** continues to be our roadmap for enhancing **people, place, productivity and inclusion**. It supports an economy where businesses grow and thrive, inward investment is secured, residents are equipped with future-ready skills, and places across the Borough are transformed for the better.

We have made strong progress, and we remain ambitious for Sefton—its economy, its businesses, and its people.

We welcome your thoughts and input on our projects and priorities. For further information please contact:

Stuart Barnes Assistant Director of Place (Economic Growth & Housing) at stuart.barnes@sefton.gov.uk or Mike Mullin (Head of Business Growth & Investment) mike.mullin@sefton.gov.uk



Cllr Paulette Lappin

Cabinet Member for Regeneration, Economy & Skills/Deputy
Leader-Sefton Council

CHAPTER 1 INTRODUCTION

Sefton

Sefton is a Local Authority in the Liverpool City Region (LCR) stretching from Bootle in the south to Southport in the north and encompasses other settlements including Crosby, Formby and Maghull. The borough is home to about 279,000 residents and nearly 8,000 businesses.

Sefton provides employment for around 104,000 people but also benefits from excellent connectivity to neighbouring conurbations, including road and rail links to Liverpool and Manchester, Wigan, Preston, and beyond, attracting commuters and day visitors.

Sefton’s coastal location results in a strong visitor economy stretching 22 miles from Bootle to Southport providing the closest and preferred coastline and beach environment for the Liverpool City Region and beyond. Sefton’s digital sector is supported by trans-Atlantic fibre links, many professional services firms operate in the borough, and the area also has unique mental healthcare clinical, digital and R&D which has stimulated some wider public and private sector investment and tax incentives.

In recent years, Sefton Council has worked towards securing investment into Southport (Town Deal /Southport Town Hall Gardens and Southport Pier) and Bootle (Bootle Strand and Bootle South Trailblazer) with on-going discussions with LCR and government about any future new town proposals. Inequalities in health and wealth deprivation however exists across the borough, and the SES seeks to try and address this by working alongside partner organisations such as the Liverpool City Region Combined Authority, Homes England and Government Departments to ensure this is addressed and that the LCR Growth Plan reflects local needs.

Strategic Context

In November 2022 Sefton Council approved the Sefton Economic Strategy (SES) Framework giving authority to Cabinet Member Regeneration Economy & Skills and the Assistant Director – Economic Growth & Housing to approve its associated action plan and performance monitoring points.

The SES Framework was updated in October 2023 with an associated Inward Investment Prospectus. In April 2025 a further review and refresh of the SES Framework was undertaken to ensure its thematic objectives remain valid and aligned with the Sefton Vision 2030, Corporate Plan 2025; and wider existing strategies and work on the Digital agenda, and Net Zero. The strategy also aligns other council priorities for the existing and emerging Local Plans, Housing Investment; Growth & Strategic Investment; Visitor Economy, Sefton Coast Nature Conservation, Child Poverty and Health & Wellbeing.

It has also been reviewed considering the Liverpool City Region’s Growth Plan - a future statutory requirement for Combined Authorities and other areas with devolution deals. This is a 10-year framework, aligned to the Government’s forthcoming Modern Industrial Strategy, and will help set the direction to unlock growth and improve productivity across Sefton and the wider city region. It also links to the emerging LCR Spatial Development Strategy & Investment Strategy.



CHAPTER 2 EVIDENCE

Sefton Economic Performance

An extensive investigation into the evidence took place to update the data used in the SES Action Plan. This data was analysed to identify any key issues for Sefton, and to highlight any changes that may have occurred since the 2022 economic strategy was produced.

At a local authority level, Sefton records economic data which is generally favourable compared to the North-West Region and, in certain cases, at national level.

In September 202, 80.8% of people in Sefton were economically active. This is higher than both North -West and national averages, increasing by 3.4% since 2022.

This is a recurring picture across the key indicators. Sefton performs slightly better than

the North- West but worse than nationally for the percentage employed as managers, directors and professionals (48.8%), people qualified with RQF4 and above (40.3%) and gross weekly pay for residents (£678.70).

Since 2022 Sefton’s claimant count (out of work benefits) has improved to 4.0% which is lower than both North- West and national averages. Sefton records a worse position than the national averages for workless households, 0.9% percentage points higher than nationally although 2.4% lower than the North-West.

Sefton continues to monitor this data using the monthly Sefton Tracker and this is reinforced by quarterly economic updates provided by the LCR Combined Authority.

Variable	Sefton	NW England	National (GB)
Economically active (Sept 2024)	80.8%	76.2%	78.4%
Percentage households workless (Dec 2023)	14.8%	17.2%	13.9%
Percentage employed as managers, directors or professionals (Sept 2024)	48.8%	50.5%	53.4%
Qualified RQF/NVQ4 or above (Dec 2023)	40.3%	44.4%	47.3%
Gross weekly pay for residents (2024)	£678.7	£696.0	£729.8
Claimant count (out of work benefits) working age population (Feb 2025)	4.0%	4.5%	4.2%

EVIDENCE

Disparities within Sefton

The 2025 Indices of Deprivation (IoD) were published on 30 October 2025, following the previous release in 2019. The latest IoD evaluates relative deprivation across 33,755 Lower-layer Super Output Areas (LSOAs) in England. These area-level scores are averaged to generate deprivation scores for both upper and lower tier Local Authorities (LAs). The resulting averages are then ranked, with rank one representing the most deprived area in England. The IoD data series includes a number of indicators which are combined to create domains. One of these domains relates to Income deprivation.

LSOAs typically contain the same amount of people (c.1,500) and as a result the large, shaded area to the North of the Borough contains a similar number of people as the more densely populated areas.

In 2025, Sefton had an average Income deprivation score of 0.245 ranking it 96 out of 296 lower tier local authorities in England, and 76 out of 153 upper tier LAs. Sefton's score is higher (more deprived) than the England national average. However, the Borough has lower levels of deprivation compared to the broader Liverpool City Region (LCR) and the North-West.

In terms of headline statistics, Sefton may appear to be an area of average economic performance, significant disparities remain across the Borough. The scale of socio-economic inequality in Sefton is a defining characteristic.

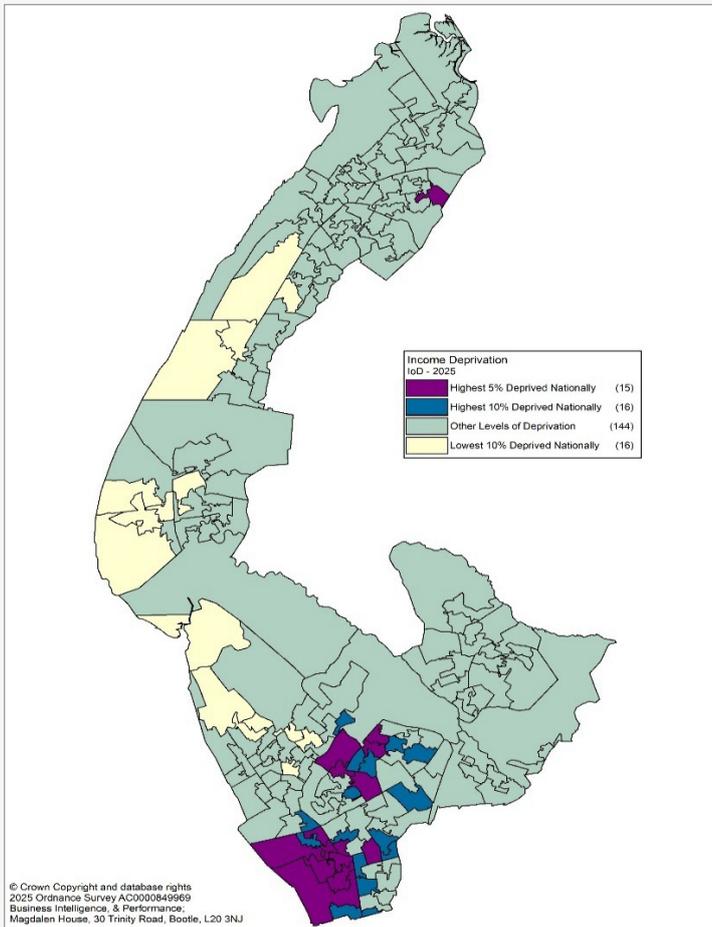
Sefton has 16 areas where Income deprivation is in the lowest (most affluent) 10% in England and 31 in the highest 10% (15 of which were in the highest 5% most deprived areas nationally). These areas are shown on the map on the page below with the highest 5% being in purple, the remaining highest 10% in dark blue and the lowest 10% in pale yellow. The size of the differences in income deprivation, and the spatial separation between areas of greater wealth and poverty, both ply into inequalities in economically relevant outcomes such as educational attainment and health.

Income deprivation is not only a serious issue at an individual / family level – a concentration of low levels of income undermines the entire local economy reducing disposable income which can be spent in the area and creating challenges for the Local Authority in terms of income (lower Council Tax revenues) and expenditure (social support mechanisms) resulting in reduced opportunity for discretionary investment by the Local Authority.

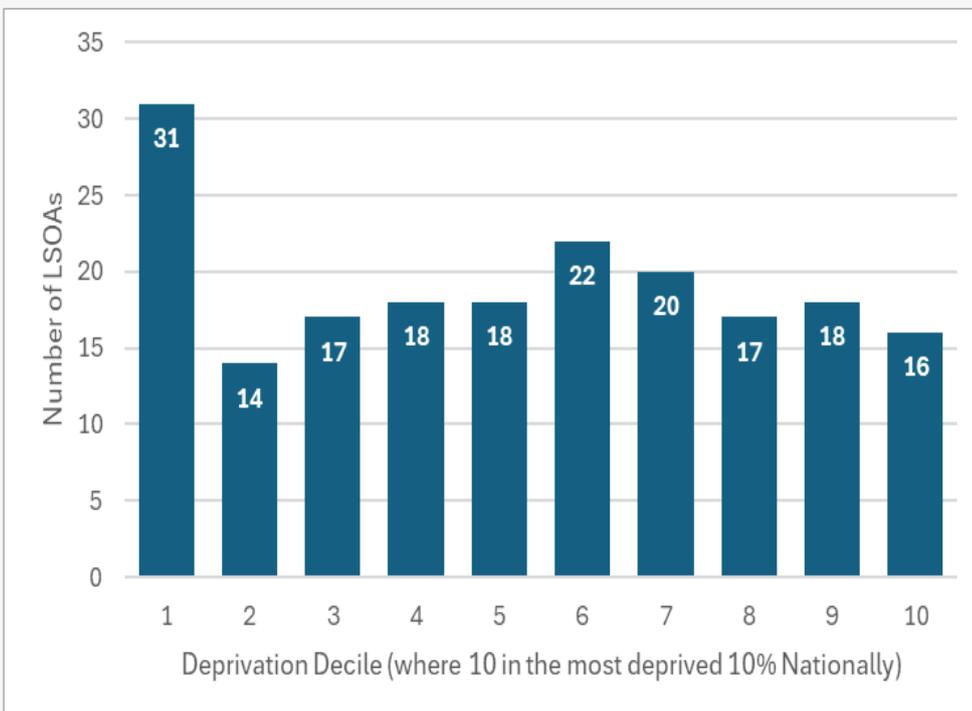
In 2025, the weekly full-time gross pay in Sefton was 2.8% below the average for England.

Overall deprivation (Index of Multiple Deprivation) in Sefton varies vastly across the Borough, with 36 areas falling into the most deprived 10% nationally (of these four are within the top 1% and a further 17 in the top 5% of deprivates Lower Super Output Areas Nationally).

EVIDENCE



Map Income Deprivation - Sefton Lower Super Output Areas



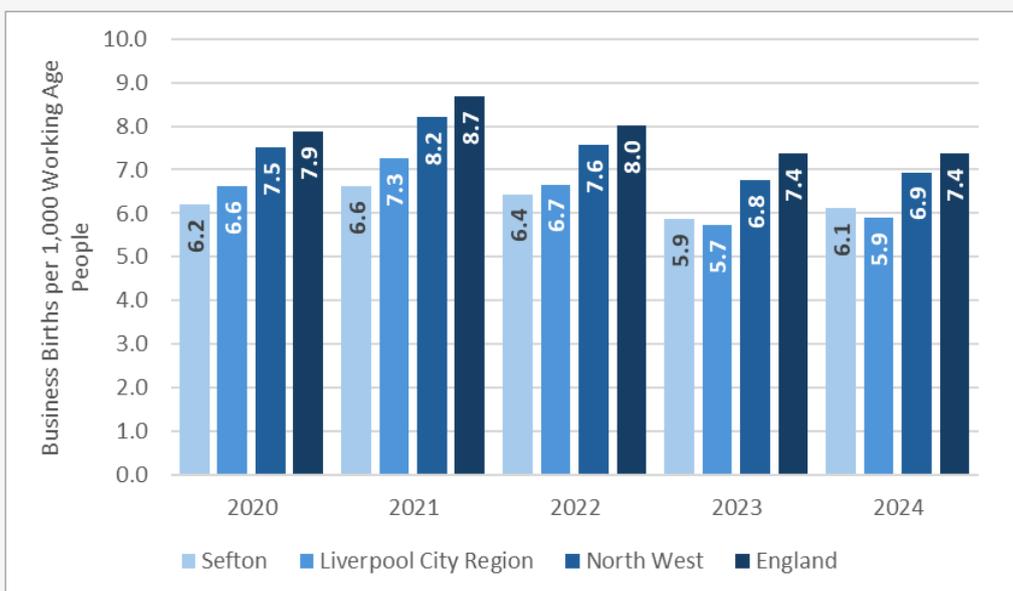
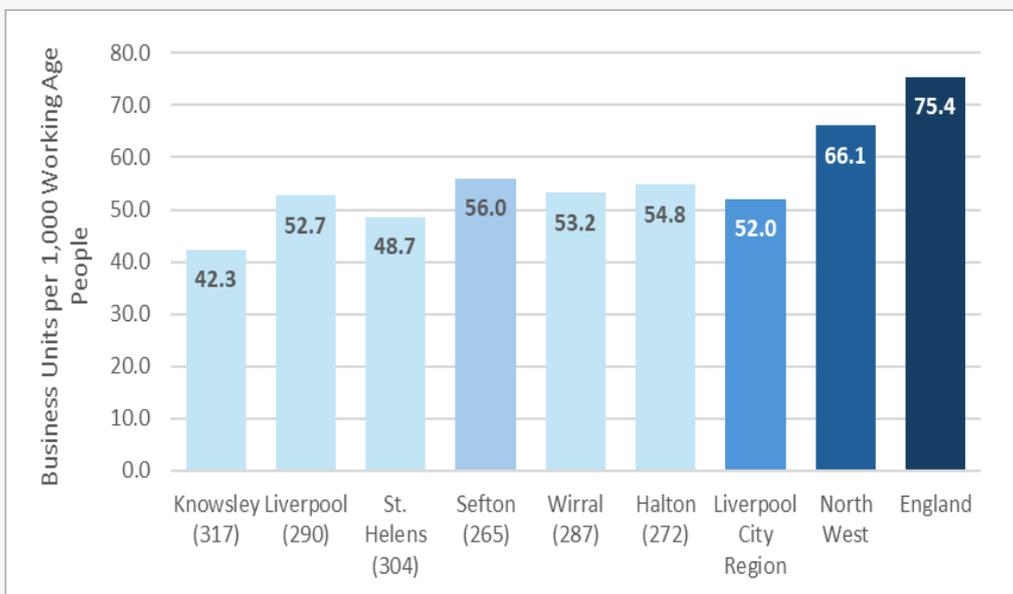
Income Deprivation Deciles - Sefton Lower Super Output Areas

EVIDENCE

Business Activity

In 2024, the Liverpool City Region exhibited a lower business density compared to regional and national levels. Within the City Region, Sefton was the highest-ranked local authority, positioned 265th out of 318 local authorities in England and Wales. The average number of businesses per 1,000 working-age people was 75 in England and Wales, compared to 56 in Sefton.

The rate of business births in Sefton has fluctuated over the past five years (2020 to 2024). Throughout this period, the Borough consistently experienced a lower level of business births compared to the North- West region and England as a whole. Notably, the gap in business birth rates between Sefton and England was the narrowest in 2024.



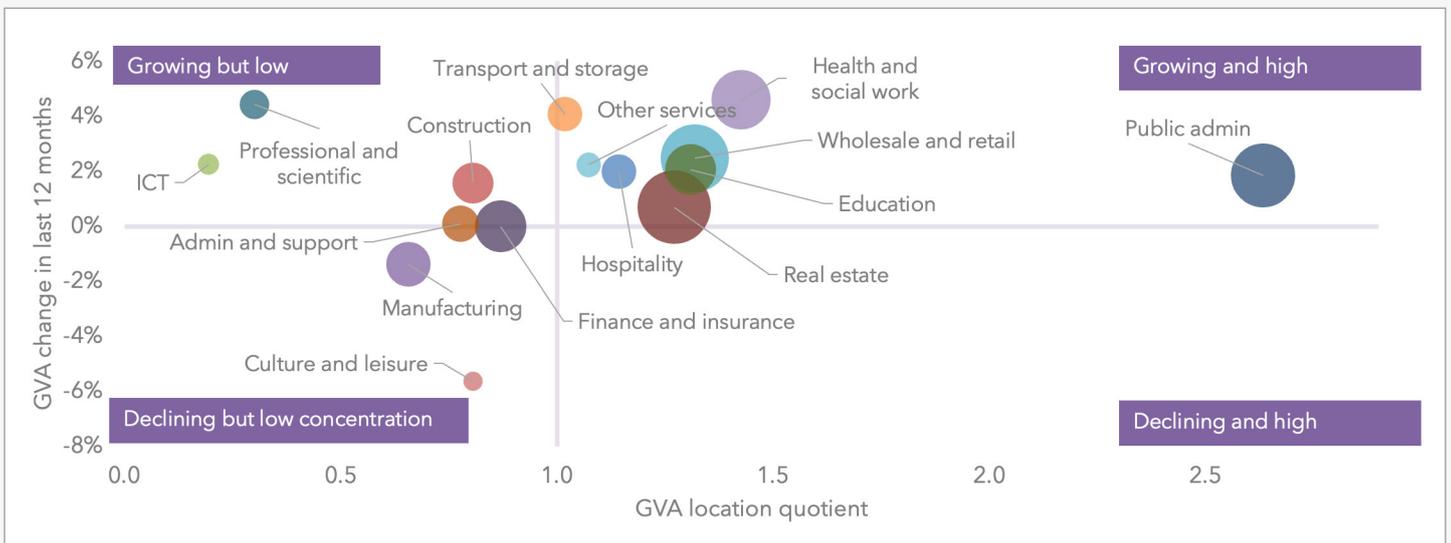
Source: ONS Business Count Data

EVIDENCE

Key Business Sectors

Nationally, several key LCR sectors are growing quicker than average but overall growth remains low. Overall, the national economy grew slightly in the 12 months to December 2024. However, some of Sefton’s key sectors grew slightly faster than average. Health and social work make the largest contribution to the Sefton economy and grew by 2% in the past year. Over the last 12 months health and social work and transport and storage have seen the largest growth nationally growing by 4%.

Sector Size, Specialisation and National Change in GVA in last 12 months (Since October 2023)



Source: ONS UK Monthly GDP, 2024; ONS Regional GVA, 2024. Note: Location quotient is calculated as the sector’s share of total GVA in LCR divided by the sector’s share of total GVA nationally.

EVIDENCE

Public Sector Employment

It is possible that some private sector start-up activity has been crowded out by the extent of public sector employment, but whatever the cause, in nine Sefton wards the proportion of public sector employment is higher than the average for England and Liverpool City Region.

In three Wards within Bootle and Maghull, (Ford, Derby and Sudell) the proportion of employees employed by the public sector is near double and these rates have risen since 2022.

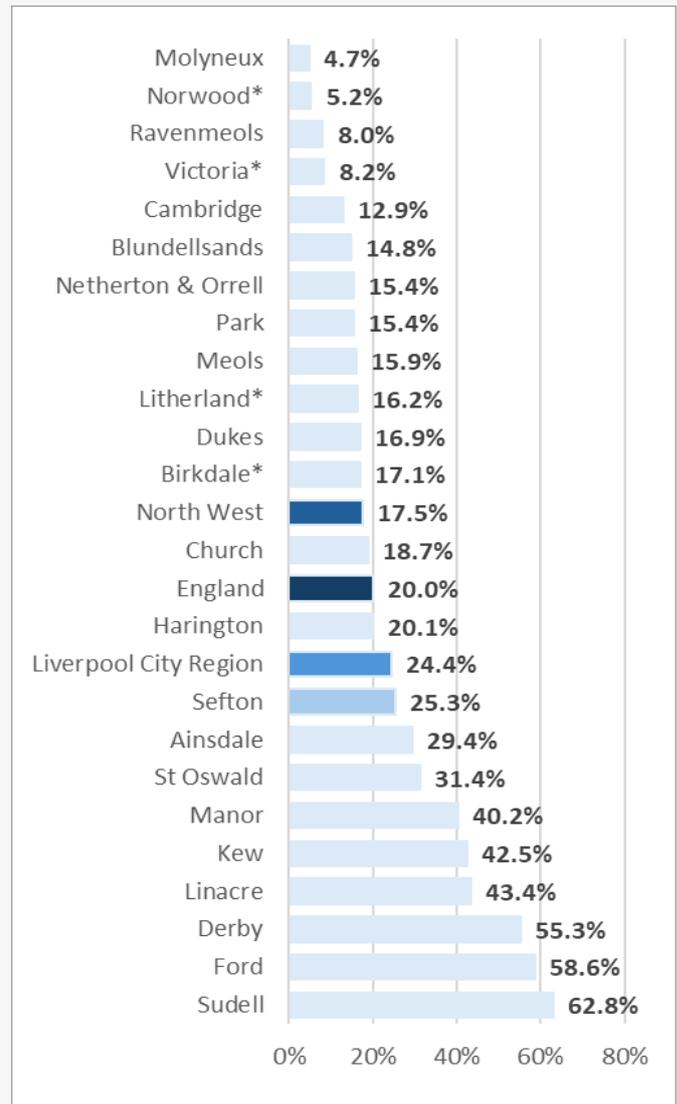
Whilst some work can be undertaken to stimulate private business start-up and investment, it is certainly the case that the public sector has been an important employment generator in Sefton – albeit many of the public sector roles within the Borough are likely to be poorly paid.

It must also be noted that those wards marked with an * indicate sensitive data so should be read with caution.

If the trend to decentralise Public Sector employment from London continues, Sefton could potentially be presented as a contender for Government relocations, with the Health & Safety Office for Nuclear Regulation. in Bootle already an anchor tenant.

However, the overriding aim must be to increase the ratio of private to public sector employment in the borough.

Percentage of Public Sector Employment by Sefton Ward



EVIDENCE

Out Commuting

In common with many LCR local authorities, Sefton has high levels of out-commuting. 46% of Sefton’s working residents earned their income from outside the Borough at the time of the 2011 census (the last published data). Whilst out-commuting as a percentage of the workforce is not the highest of the local authorities in LCR, the number still represents a significant proportion of residents. This data will be updated upon the release of the new census in 2022.

Over 12,000 net out commuters travelled to work in Liverpool, with high levels also travelling to Knowsley (-920) and Warrington (-840). Sefton did receive net in commuters from Wirral (+724) and West Lancashire (+256).

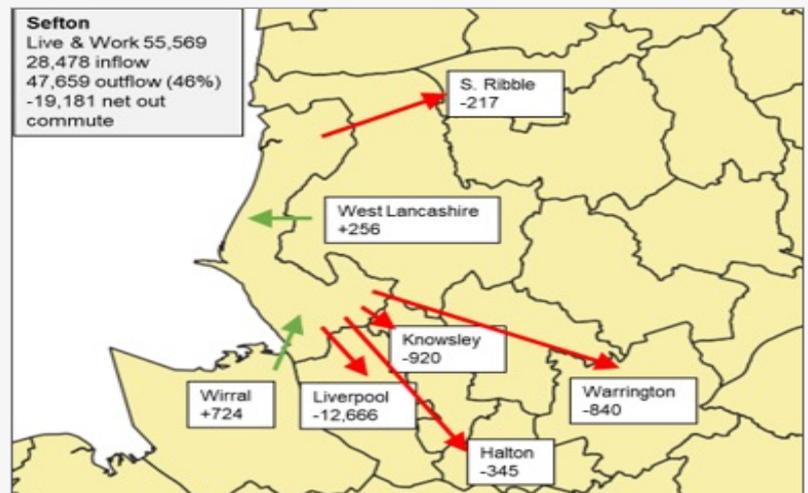
Rail data (overleaf) suggests generally increasing out-commuting over the last two decades.

However, out-commuting fell dramatically during the pandemic. Changing work patterns lasting from the impacts of the national lockdowns provide the possibility of a reset. It is likely that many residents will have reconsidered their previous commuter lifestyle. There is the potential for a future reset to increase earning and retained spending in the area.

**Percentage Out-Commuting LCR
(% of Working Residents)**

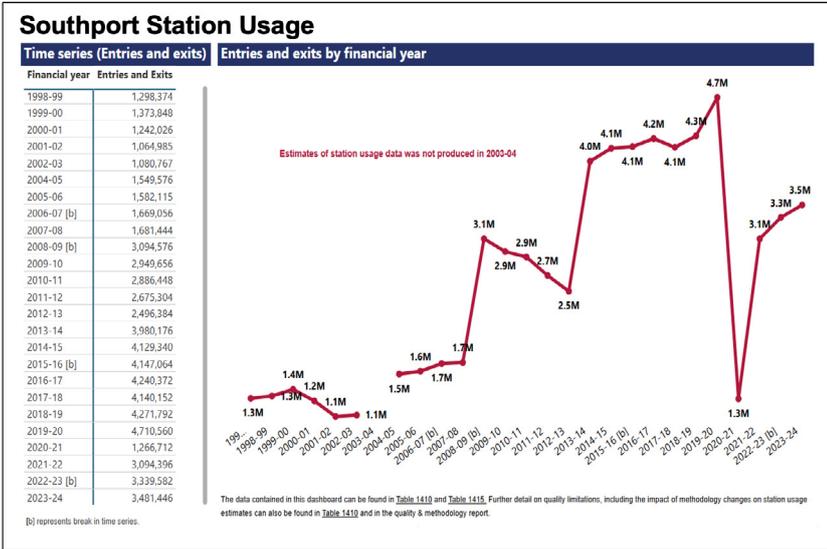
	Percentage
Knowsley	65%
St. Helens	52%
Sefton	46%
Halton	46%
Wirral	37%
Liverpool	30%

**Net Commuting
Flows Sefton (>100)**



Source: Census 2011

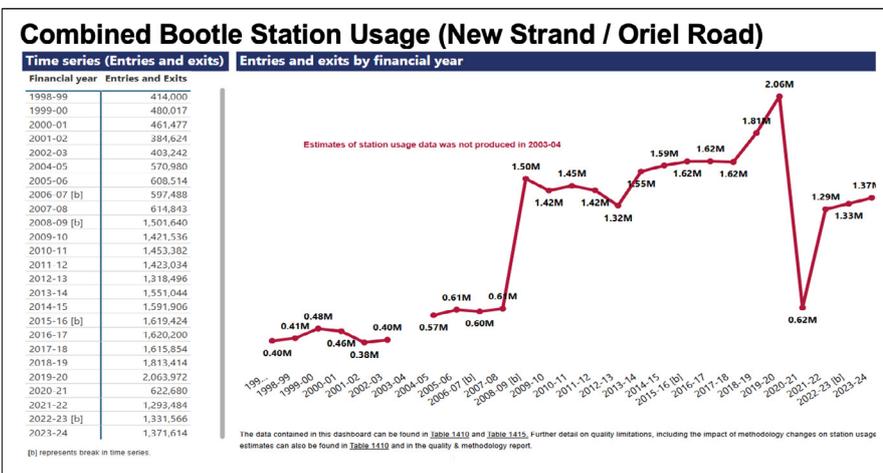
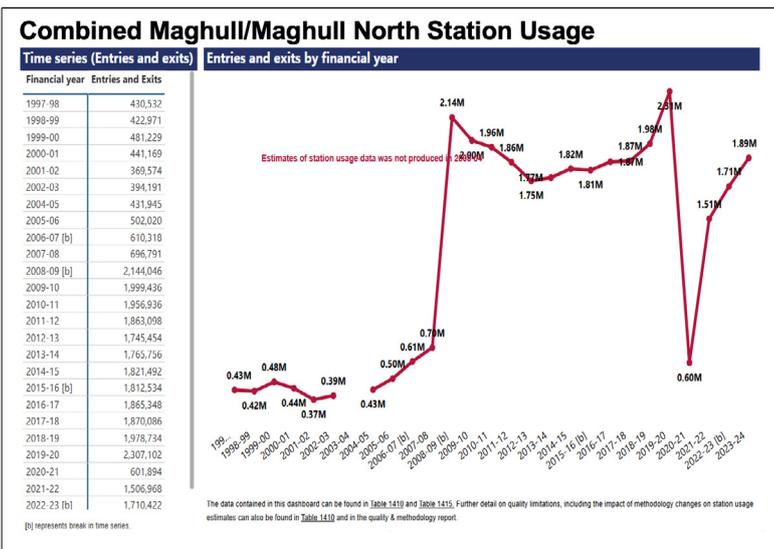
EVIDENCE



The station usage graphs show that the number of entries and exits has been increasing in all 3 Sefton stations (Southport, Maghull and Bootle) since 2004-05- (3 stations used as illustrative), reaching a peak in 2019-20. In that year there were 4.7m entries and exits at Southport station alone.

The Covid-19 pandemic caused a severe drop off in the number of people passing through Sefton's stations, as would be expected due to national lockdown restrictions.

Working patterns are beginning to return to previous levels in all stations and monitoring changes to see how out-commuting from Sefton impacts jobs remains key. Equally as important is to monitor football matchday and evenings traffic to help identify the potential economic impacts of Everton's new stadium on Bootle.



EVIDENCE

Securing a Future Workforce

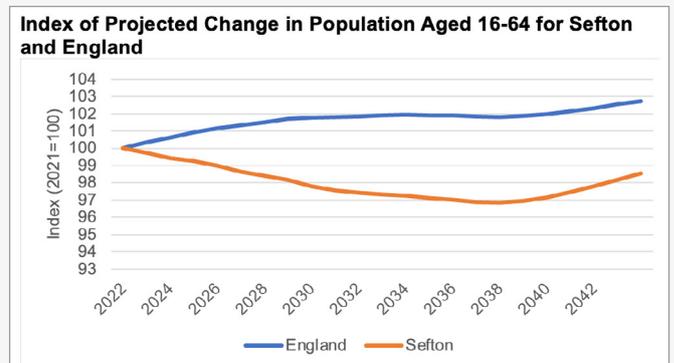
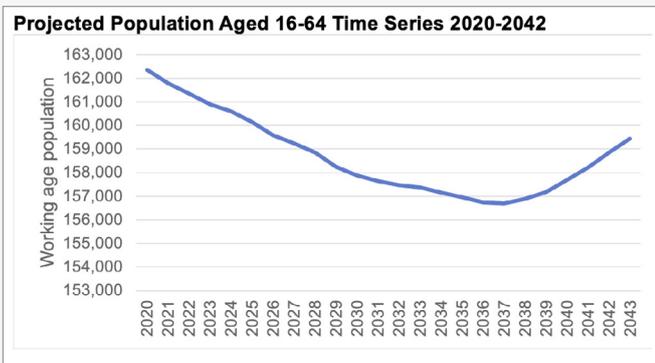
A reconsideration of commuting activity by Sefton residents is likely to be a highly relevant metric for the Sefton economy in the future.

Media commentary describes the ageing population at a national level. According to ONS population projection data, the issue will be more acute in Sefton with projections suggesting a decline of 5,663 in people aged 16-64 (still used as a proxy for ‘working age’ despite changing retirement ages). This represents a shrinkage of 3.5% in the available workforce. This has a double impact because as the workforce is shrinking, those in need of adult social care is likely to increase because of the same ageing demographic trends.

The scale of change is expected to be greater in Sefton than in England as a whole.

Estimates beyond 2038 (when the situation is expected to ease) are somewhat speculative since the population that will be within the working age group by this date have not yet been born.

Economic development policies of the next decade are likely to include a focus on the attraction and retention of talent, and this has implications for housing and the creation of attractive locations to both live and work.



Source: ONS Population Projections

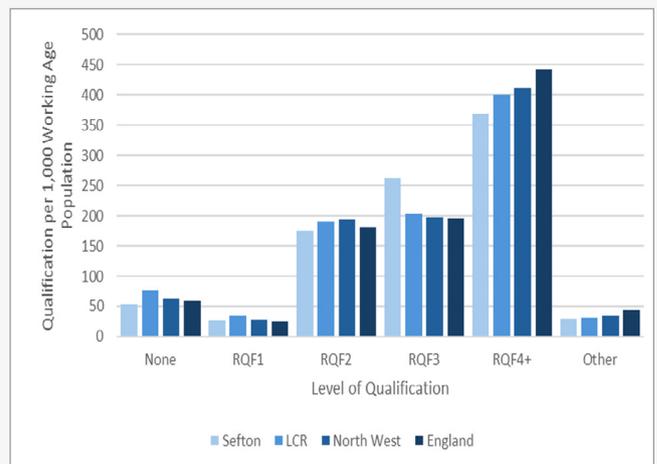
EVIDENCE

Workforce and Skills Availability

The number of working-age residents in Sefton achieving RVQ level 4 and above showed a slight reduction of 4% when comparing 2022 to 2023 data. Additionally, the number of residents with no qualifications decreased by 29%. In 2023, 61,900 working-age people in Sefton had qualifications at RVQ level 4 or above, while 13,300 people had NVQ level 1 or lower.

In 2023, Sefton had a lower rate of working-age residents with no qualifications compared to the Liverpool City Region, the North- West, and England. However, the proportion of working-age residents with qualifications at level 4 or above was lower in Sefton than in the three comparator areas.

In addition, according to experimental ONS data the area is mid-ranked in terms of the workforce at risk of a loss of employment due to automation (129th of 354 Authorities ranked).



Source: Annual Population Survey

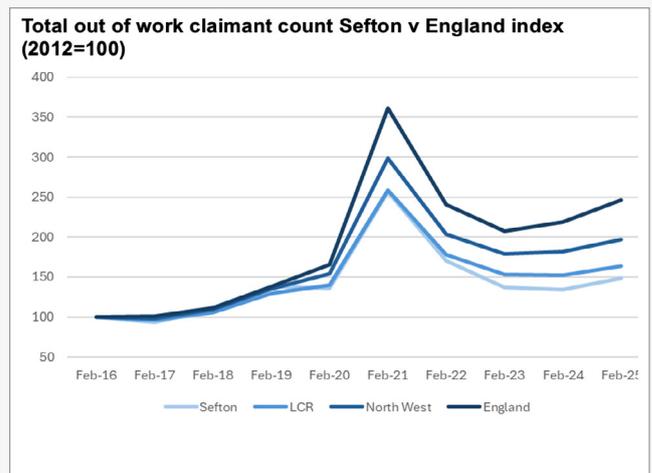
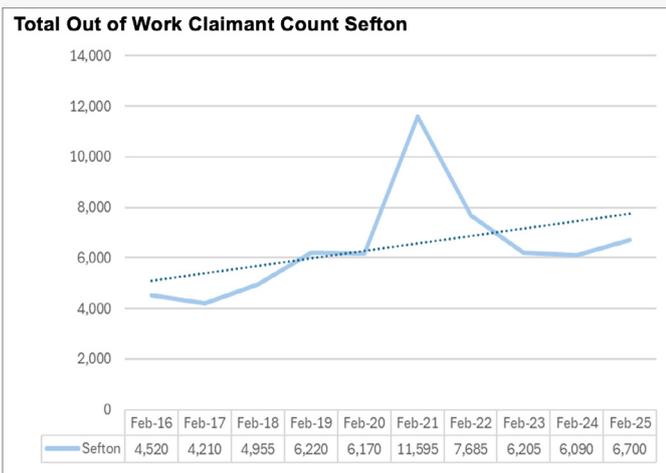
EVIDENCE

Workforce and Skills Availability Cont.

The number of people claiming out-of-work benefits in Sefton has increased over the last decade (2016 to 2025). The COVID-19 pandemic had a significant impact on employment despite national government intervention. Although the numbers have reduced since the pandemic, they remain considerably higher than pre-pandemic levels.

Despite concerns about Sefton’s resilience given the importance of the visitor economy, Sefton has out-performed the national picture when claimant count levels are considered with a less pronounced impact of Covid-19 on out of work benefits and a more rapid recovery than England as a whole.

Comparing Sefton to the Liverpool City Region, the North-West, and England using a 2016 index of 100, Sefton’s total out-of-work claimant count in 2025 stood at 148.2. This is lower than the city region (163.9), the region (196.6), and national levels (246.2). Since 2022, Sefton has outperformed the other comparator areas.



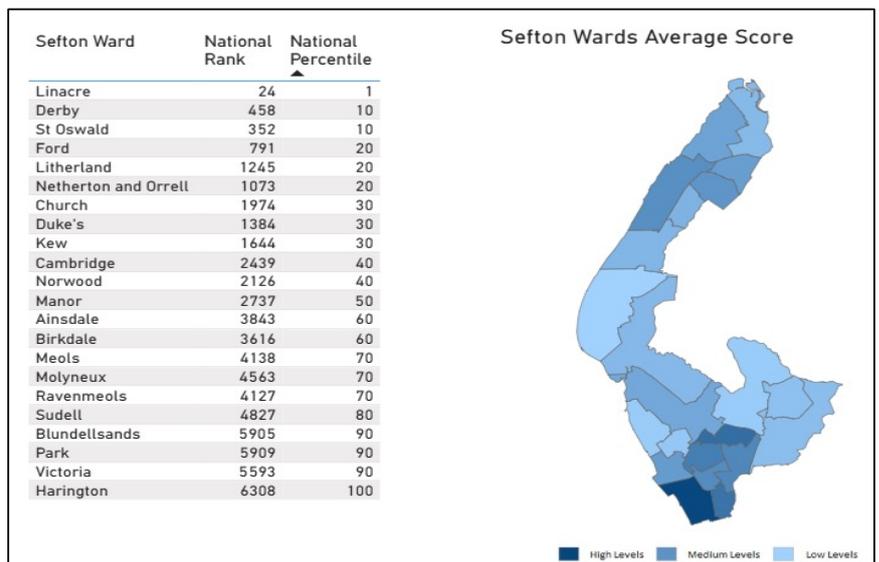
Source: ONS Claimant Count Data

EVIDENCE

Preventing and mitigating child poverty

The latest child poverty statistics for 2023/24 record that 10,559 (22.1%) of under 16s live in ‘relative low-income families’, which means household income is at or below 60% of the median. Child poverty in Sefton has trended upward for the past decade, in close parallel with the national picture. While a proportion approaching one in four children now experiencing poverty has clear implications for children’s health and life chances, and every part of Sefton is home to children in low-income households, it is important to recognise that some communities have higher levels of persistent disadvantage. The updated Income Deprivation Affecting Children Index (IDACI, 2025) shows that three ward are ranked within the top ten percent (i.e. highest rates of child poverty), and four wards are ranked in the ten percent of wars in England that are least affected. Linacre and Harington wards are at the outermost extremes of this distribution.

On average, children growing up in the most income deprived communities and households have a two-to-three-fold higher risk of health problems like obesity and tooth decay compared to peers from the wealthiest areas. There are multiple reasons for these health inequalities. In the context of this strategy, it is important to note that health trajectories established in childhood tend to persist in adult life and thus play a part in patterns of health-related economic inactivity. A compound indicator



[Microsoft Power BI](#)

produced in 2025 by the Sutton Trust, called the Opportunity Index , mapped the 543 parliamentary constituencies in England. Bootle ranks twelfth from the bottom. Sefton Central is also below average (360), and Southport is ranked at190. Importantly, there are areas of the country with similarly high levels of child poverty where children’s life chances are better.

Sefton’s Child Poverty Strategy explores the drivers of child poverty and its impact on children and families. Launched in December 2022, Sefton’s Child Poverty Strategy runs up to 2030 and sets out a blueprint for a local approach to tackling child poverty in Sefton, with actions linked to people’s pockets, prospects, and places.

Through the Strategy, Sefton Council is committed to increasing opportunity in employment and education and supporting the most vulnerable members of its communities. The Council will continue working closely with partners in the voluntary sector, health, employers, further education facilities and community groups. Further information can be viewed at [Sefton Child Poverty Strategy](#)

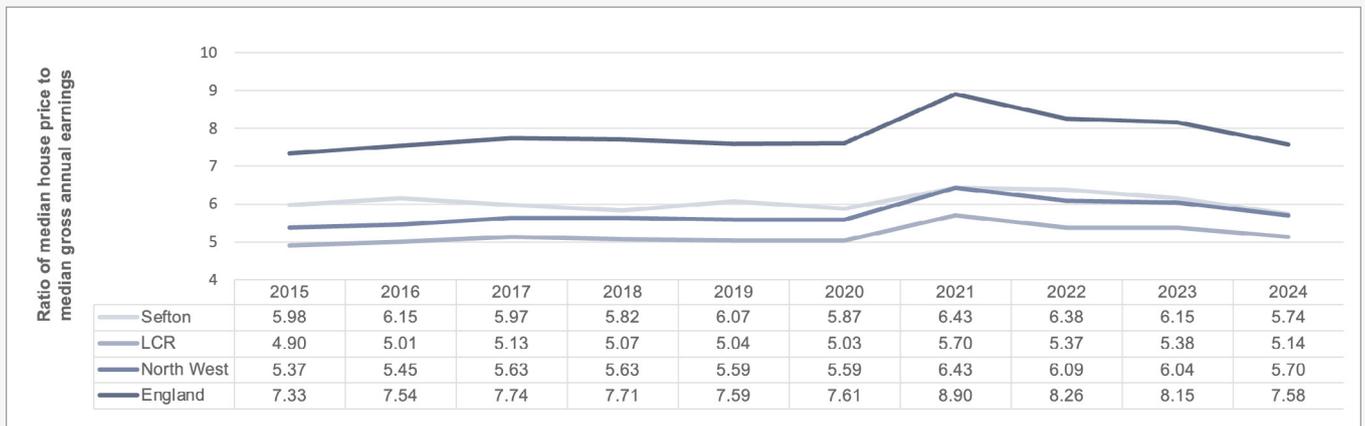
EVIDENCE

Economic Development and Place-Housing

Over the last decade (2015 to 2024), Sefton has had a ratio of median house price (existing dwellings) to median gross annual residence-based earnings that is higher than that seen in the Liverpool City Region and similar to the rate in the North-West. This ratio has fluctuated throughout the period. Sefton had the highest ratio for nine of the past ten years when compared to the six Local Authorities that make up the Liverpool City Region.

There is a clear need for additional housing provision and to create a mixed variety of properties including both affordable properties in areas of high demand and more aspirational housing in areas of income deprivation. This priority is reflected in Sefton’s Housing Strategy which focusses on ensuring that housing needs are met over the next 5 years through the provision of the right type of housing in the right locations. The Council will achieve this through closer working with:

- Private sector providers and social landlords, as well as through the Direct provision of high-quality housing for both outright sale, and affordable homes.
- Partnership opportunities with Registered Social Landlords.
- Intermediate home ownership products and social rent in areas where demand is highest.
- Major Regeneration Projects.



Source: Housing Data-MHCLG

EVIDENCE

Economic Development and Place - Employment Land

The Sefton Local Plan identified a total need for Employment Land for the period 2012-2030 of 81.6ha. Sites were allocated in the Local Plan to meet this need.

These sites included the following strategic employment locations:

- Land East of Maghull - 20 ha - This is as a strategic mixed-use site for a minimum of 1,600 homes (65ha) and a 20 ha (net) employment area and supporting infrastructure. The approved Masterplan for the site includes provision for new employment opportunities, shops and a landscaped park, which will include a children's play area, as well as a new bus route. In addition, the access point to the site has been provided through the adjacent Eurogarages.
- Dunnings Bridge Road Corridor, Netherton - 26.8 ha comprising:
- Atlantic Park (16.8 hectares) - currently under construction
- Senate Business Park (4.2 hectares), - application with the Council
- Former Peerless Refinery Site (5.8 hectares).
- Land to the North of Formby Industrial Estate - 8 ha (net) - this site remains unconsented and undeveloped.

To support the Liverpool City Region Spatial Development Strategy, the Combined Authority commissioned a Housing and Employment Development Needs Assessment (HEDNA). This included consideration of the employment land requirement for the city region (2021-2040), broken down by local authorities. For Sefton this identified a need of 42.3ha of general employment land. This is much lower than the employment land identified needed in the Local Plan. However, this is being reviewed in the light of the significant increase in housing numbers across the sub region.

Recent employment land studies also suggest that there is a shortfall of available land against current demand. There is a need to provide employment land but with a focus on land which can accommodate higher employment density space especially where higher value employment can be created. The past couple of decades has seen the loss of several smaller scale, typically back land and historic trading estates to other uses (such as housing and retail). There is a need to seek to replace this moving forwards. Land constraints in Sefton suggest that demand for large floorplate uses with lower employment densities should be resisted.

EVIDENCE

Economic Development and Place - Regeneration

Sefton's Growth and Strategic Investment (GSI) Programme continues to develop a series of key projects and initiatives across Sefton, the combination of which will both help improve Sefton as a place to live, work and visit, and help deliver place making and regeneration aims within Sefton's Economic Strategy. These all require a long-term stewarding role as regeneration and major capital investments do not happen overnight.

The Town Deal Funding success (£37.5m) was the trigger for the development of a number of projects in Southport, which includes the new Marine Lake Events Centre, Marine Lake Water and Light Show installation, the conversion of the former Bank and Crown Buildings to the Enterprise Arcade, wider public realm enhancements and changes (Les Transformation de Southport) and a customer experience training programme. Further Government/LCRCA/Council funding has been secured to deliver a renewed Southport Town Hall Gardens, and £20m funding has been secured for the refurbishment of Southport Pier. The Town Deal indicated that, if supported, it would generate over £400m of private sector investment. And a range of other investments are being delivered, and projects are being developed currently.

In Bootle, following the acquisition of Bootle Strand Shopping Centre, the Council secured £20m Levelling Up Funding, and enabling works funding from LCRCA of £7.1M and is investing SMBC funding of a further £10M into this key town centre facility. This will deliver the first phase of a major transformation of Bootle Town Centre. Phase 1 partial demolition is almost complete with enabling works ongoing

to support the main contract due to commence in early 2026. Phase 1A-C will see new retail, community and commercial floorspace, public realm and civic spaces, improved access to the canal corridor, and the development of further phases, linked to the wider town centre transport and infrastructure investments and new housing pipeline. It also builds on the success of Salt & Tar events space - arguably one of the most talked about new live music and events venues in the North -West - hosting the likes of Tom Jones, Status Quo, Billy Ocean, Red Rum Club, Cast, The Farm, The Ks, Ocean Colour Scene, Rianne Downey, Keyside and many more. In addition, Sefton has secured up to £20m of Bootle Trailblazer funding to 'support communities to drive forward the changes they want to see in their neighbourhoods'.

In Maghull, MerseyCare have secured pre-development funding from the LCRCA and an indicative allocation of Investment Zone funding - part of a city region programme worth £800m (including £160m Government funding) - for their plans at Maghull Health Park. Positioning it as a world-class centre for mental health research, development and innovation, it will be the first science park in the UK dedicated to the treatment and investigation of mental health.

MerseyCare wish to develop a world-class mental health science park, building on their significant research base already established at international scale and focus on development of digital innovation to aid treatment, develop new technology and skills in the treatment and management of mental health, which is a substantial cost to the UK economy. MerseyCare is building on the significant £250m investment to date in the wider campus and planned future investment to support this unique facility.

The Mental Health Park will be the first and only national incubator site dedicated to world-class mental health research and innovation. This is part of the Life Sciences Investment Zone Programme, a 10 year £160m investment to accelerate the development of the Health and Life Sciences Sector and position LCR as a Global lead in Health Care innovation.

Sefton has secured allocations for transport investment via the Transport for City Regions funding (previously City Region Sustainable Transport Settlement) for the Liverpool City Region, for the next 5-year funding window i.e. between years 2027 and 2032. Significant allocations include £38m for a Bootle Town Centre accessibility and connectivity scheme, £22m for the delivery of the Sefton Local Cycling and Walking Infrastructure Plan and further allocations for transport investment in Southport town centre (approx. £10m), further phases of Southport Eastern Access (approx. £10m) and Maritime Corridor (approx. £12m). The key funding objectives for TCR include driving growth and productivity through investment in integrated transport networks, transforming infrastructure to support the delivery of new homes, improving access to opportunity for all and decarbonising transport.

There is strong political and Council support for the right investments that meet the Council's Vision for the borough. The Council also has existing delivery services tailored to the needs of businesses and inward investors (InvestSefton), employment seeking residents Sefton@work and visitors (Tourism).

Sefton proactively markets its key assets to help enable positive economic growth and attract new investment. There is a strong commitment to key growth sectors such as education, health, creative and digital sectors (including LCR Connect), visitor economy, professional and business services; maritime and logistics and built environment.

Sefton has good connectivity in terms of roads, highways, rail and port facilities, and the Council is committed to the expansion of 5G networks across the borough. Sefton also has an enviable 100% track record in determining the outcome of major planning applications ensuring that investments are dealt with swiftly to support economic growth.

Sefton has a strong commitment to protecting and supporting community cohesion, through its provision of services for the most vulnerable and wider communities.

Partnership Working

Sefton has a proven strong record of both internal and external partnership working, underpinned by a business-friendly approach throughout the council. Working with colleagues in Regeneration, InvestSefton, Employment and Learning, Estates, Tourism, Planning, Highways and Environmental Protection and Housing, the GSI Programme aims to maximise the amount of private and public sector investment brought into the borough from a range of sources including Southport Town Deal, Capital Regeneration Programme funding, Liverpool City Region Combined Authority funding, and other Government department funding sources.

The Council also has robust and close working partnerships with business and community sector representatives, education institutions, the Liverpool City Region Combined Authority, government departments, local politicians and government ministers. The success of Sefton's Economic Strategy will be because of the diversity, strength and commitment of our partnership working.

CHAPTER 3 CONCLUSIONS

Since the last economic update in 2022, Sefton has begun a slow recovery from both the pandemic and the knock-on effects of the invasion of Ukraine by Russia. These major events, coupled with successive recessions, have also had an impact on trade patterns, which affects businesses, employment and investment.

The Liverpool City Region Combined Authority completed the LCR Growth Plan (LCRGP) in October 2025 response to the government's Modern Industrial Strategy (June 2025). The LCR Growth Plan is a 10-year strategy for growth and productivity. It is developed in partnership with - and acts as a framework for - central government and partners across the City Region, including local authorities, industry, businesses, universities, civil society and wider stakeholders.

Work has been completed with Liverpool City Region Combined Authority to ensure the Sefton Economic Strategy is aligned with the LCRGP. This refreshed Sefton Economic Strategy forms part of this work but also reaffirms Sefton's own key thematic objectives for growth and productivity underpinning a wide range of activity across Economic Growth and Housing and wider council services, with performance and progress continually measured.

The Updated Strategy

The shifting economic position since 2022 has not significantly changed the focus of the thematic objectives of the strategy which largely remain valid and continue to reflect changing priorities for the residents and businesses of Sefton. However, this update recognises several emerging key strategies

and policies which requires alignment-the LCR Growth Plan and LCR Spatial Development Strategy, which should itself reflect the LCR Growth Plan and strategic economic priorities. The review of the 2017 Sefton Local Plan from summer 2026 will also reflect these and Sefton's economic strategies and policies.

Therefore, following the analysis of the updated evidence the strategy has been based around the four themes (employment and opportunities for work, business growth & investment, Inclusive Growth and access for all, and regenerated places). The reasons for the choice of themes are as follows:

(i) Employment and Opportunities for Work

While Sefton has shown strong resilience since the pandemic, outperforming local and national trends in reducing claimant counts, persistent worklessness remains a challenge—particularly in localities where employment opportunities are skewed towards low-skilled roles. Typically, these clusters of low skilled opportunities are closely associated with the areas of highest deprivation and lower household incomes.

Although the number of residents relying on work-related welfare benefits has declined since 2022, claimant levels remain significantly higher than the pre-pandemic period. Sefton's largest claimant group by age is the 25–49 cohort, representing 57.9% of all out-of-work residents. Notably, 56.7% of claimants in this age group live within the Bootle Parliamentary constituency, highlighting the acute challenges linked to low job density in this area and other indicators linked to deprivation such as poor health.

There has been some improvement in skills with Sefton now having a lower rate of working- age

residents with no qualifications compared to the LCR, North-West and England. However, the number of residents with qualifications at level 4 or above was lower in Sefton than those areas.

There is a need to continue employment focussed projects in Sefton via our inhouse jobs brokerage service Sefton@work and to continue the work on upskilling both the younger and adult populations, including the over 50's group. Sefton@work and Sefton Community Learning Service have had some notable success in this space, and this strategic objective remains key for the local economy, underpinning wider work on the attraction of investment and promotion of social inclusion.

Clusters of high claimant neighbourhoods also persist in Southport town centre wards, where economic activity is concentrated in health and social care and the visitor economy, presenting distinct sectoral challenges compared to Bootle.

The Council, alongside its partners, has delivered substantial social value through major transformational projects and continues to embed community benefits, job creation, and local supply chain development. Key measures undertaken to date have included:

- Adoption of a Supplementary Planning Document guiding Bootle Town Centre transformation.
- Implementation of the Southport Town Deal plans.
- Leveraging Sefton@Work as the primary conduit for connecting residents to local jobs, apprenticeships, work experience, and training opportunities.

But other measures are still required to address systemic issues prevalent across the local labour market, including:

- Targeted, place-based solutions to address persistent structural barriers, reflecting

patterns of entrenched worklessness in specific wards

- Skills and Sectoral Alignment: Investment in training pathways aligned with growth sectors is essential to reduce reliance on low-skilled roles and deliver the quality employment required to deliver necessary economic and health benefits
- Collaboration between education providers, key stakeholders and businesses to sustain inclusive growth and improve life chances and wellbeing
- Social Value maximisation through systematically embedding and tracking essential requirements within regeneration projects to ensure inclusive economic growth is felt by residents
- Maintaining an open and accessible offer for all Sefton residents seeking professional, person-centred support to return to the labour market or enter it for the first time
- Strengthen pathways for vulnerable groups, recognising the complex issues related to health, housing and other factors

To achieve these outcomes, we will need to ;

- Consolidate skills development programs tailored to Bootle and Southport's economic profiles and the social and economic needs of our localities,
- Strengthen employer engagement to create higher-quality job opportunities for people of all ages, addressing the complex barriers they face because of prolonged inactivity
- Enhance data-driven monitoring of claimant trends across the Borough to drive targeted interventions and deliver what is needed where it is needed most. Sefton's work in this space is closely aligned with the Liverpool City Region Growth Plan.

Sefton is committed to leveraging its statutory powers as a planning authority and its influence as a place maker to generate high-quality jobs within the borough and ensure these opportunities are accessible to residents. This approach aligns with the Council's commitments to reducing child poverty and promoting inclusive growth, recognizing that residents in the most disadvantaged communities face heightened risks of long-term economic exclusion, often linked to poor health, reduced productivity, and limited life chances.

Key Interventions

- **Early Intervention for Young People:** Proactive measures through our NEET Reduction programme to prevent young people from becoming NEET (Not in Education, Employment, or Training), including tailored pathways for vulnerable groups such as Care Leavers.
- **Integrated Support for Workless Residents and Businesses:** Strong coordination between employment support services and the SME sector to stimulate job creation and local economic resilience.
- **Second-Chance Learning Opportunities** enabling older adults to return to education and upskill or change direction addressing persistent barriers to employment and productivity

(ii) Business Growth and Investment

Historically, the business birth rate in Sefton is comparatively high but net growth in the business base in recent years has been modest, due to business closure rates also being high. There is similar pattern across the LCR and business density remains low when compared to the North -West and England. ONS

data (June 2025) shows that 98.2% of Sefton businesses c.8,000 are small (less than 10 employees) or micro (10-49 employees).

However, Sefton has witnessed growth in several key sectors with Health and Social work making the largest contribution to the Sefton economy. Transport & storage, Information & Communication technology and Professional, Business and Scientific services have also grown since 2023.

The Council's InvestSefton team provides support to businesses of any size from any sector through its LCR Combined Authority led Government funded Place Based programme. This team serves as a conduit to other business support provision from both public and private sector partners and the work has been extended for a further year under UKSPF until March 2026. The LCR business support national landscape is changing, and the Council will continue to work closely with LCRC and its partners as this work evolves in the city region, including a review of the business support delivery infrastructure in the city region which will conclude in Spring 2026.

In addition to Digital & Technologies and Professional and Business services Sefton is well connected to LCR Growth Plan Scale upgrowth Drivers; Maghull Health Park presents great opportunities for developing the Health and Life Sciences Sector; the regeneration and growth plans for Southport are aligned with LCR Visitor Economy Objectives; The Council's Net Zero ambitions match those of the LCRs Clean Energy objectives while the Maritime sector offers potential business growth opportunities in Bootle.

InvestSefton has already well-established business engagement and sector networks through Sefton Economic Forum, Sefton Huddle (Digital, Creative and Tech) and Sefton Financial

& Professional Network. The team will also explore other emerging sector opportunities with both private and public sector partners and, alongside the Council's Procurement team, is offering support to increase the take up of local suppliers for Sefton contracts.

InvestSefton has also established a strong enterprise and business start-up routes for Sefton residents and potential entrepreneurs through commissioned work with Merseyside Expanding Horizons, Safe Regeneration and Eastbank Enterprise Arcade digital hub. In addition, the team has also commissioned a Consultancy framework to provide intensive support in social media and digital marketing; Procurement & Tendering Support; Sales and Marketing; Quality Assurance Strategic Business Planning and Management Consultancy. This commissioned work is funded by UKSPF which ends on Spring 2026 and InvestSefton will review replacement funding and procurement options.

There are opportunities for growth and attracting new inward investment. The digital and creative sector and business services generally have both generated significant new businesses for the Borough whilst significant primes exist which can further drive business opportunities – the very significant mental health campus at Maghull will draw in new mental health related businesses and the Council's own Growth and Strategic Investment programme (see Regenerated Places) also offer new investment opportunities.

In addition, Sefton is reliant on the public sector for much of its employment. Encouraging private sector investment will temper this reliance – and broaden the diversity of employment reducing the risk that continued budget difficulties for the public sector erodes jobs and incomes. Greater local employment opportunities are likely to be filled

by residents who are otherwise commuting into neighbouring Authorities (especially Liverpool City Centre).

(iii) Regenerated Places

Sefton's Growth and Strategic Investment programme has seen significant development including works underway or completed at Bootle Strand, Canalside and Salt and Tar, Marine Lake Events Centre, Enterprise Arcade and Les Transformations De Southport. More recently announced is the development of the new Southport Town Hall Memorial Gardens and securing financial support from the Government's Growth Mission Fund towards the restoration of Southport Pier, as well as the newly announced funding for Bootle Trailblazer community neighbourhood project. In addition, Sefton is continuing to explore additional infrastructure investment for its town centres to support its economic and housing growth opportunities.

Elsewhere, the Council has witnessed continued investment in sites in the Dunnings Bridge Road corridor with Mersey Reach at full capacity and Atlantic Park Phase 1 nearly completed. New investment has also been secured from EFT Systems Ltd at Southport Business Park. The council continues to work in partnership with the National Trust on enhancing the natural environment in both Lunt and Formby.

Further regeneration opportunities also exist for Sefton in a potential collaboration with Liverpool City Council to on land between South Sefton and North Liverpool. Although not initially chosen for the first tranche of new towns announced by government, Sefton and Liverpool City Council will continue to work with LCRCA and government to consider this proposal which would be a 10 year 'whole place' transformation scheme that would encompass Everton FCs £750m Hill Dickinson

stadium and £30m Bootle New Strand development. In addition, work is on-going in advancing the Maghull Health Park Mental Health Digital Research Centre within the Liverpool City Region Combined Authority's Life Sciences Investment Zone.

Continued investment in places is recognised as an important pillar of any economic strategy. By redeveloping or creating new infrastructure, improving or creating new green spaces, improving transport links, and encouraging mixed use development can enable business growth, support the visitor economy, create an improved living environment, and attract a greater number of working age residents.

This economic strategy for Sefton highlights the need for skills, employment and place-based investment as the foundations for a strengthening economy.

(iv) Inclusive Growth and Access for All

There remain high levels of deprivation in parts of Sefton, and wide disparities between LSOAs across the borough. The ongoing cycle of low income and poverty not only hampers the potential for stronger economic growth but also places additional financial strain on the Council's ability to respond effectively to local needs. The current and forthcoming five-year funding allocations for Sefton and the Liverpool City Region are being invested to provide improved access to public transport services, improved walking and cycling routes, and safer routes to schools and job opportunities. The current City Region Sustainable Transport Settlement (CRSTS) funding is improving access to Atlantic Park with the Maritime Corridor transport scheme, and in Southport, the Market Street and King Street public realm scheme will enable footfall and improved business amenity in the town centre, which is positive for job opportunities. The next five-year funding

allocation from 2027 to 2032, Transport for City Regions (TCR), similarly focuses investment in areas that will improve access and connect people to employment and training, housing and education.

A central pillar in tackling deprivation is the sustained effort to improve skills and expand access to quality employment. Supporting people into decent, secure work is essential to building individual and community resilience and achieving long-term financial independence.

Improving both the level and quality of employment is increasingly important as we face broader economic and social challenges, particularly those associated with an ageing population. These demographic shifts are expected to place growing demands on local services. A key area of focus will be strengthening the connection between employment opportunities and health and wellbeing support, particularly in our most deprived communities. By increasing participation in the labour market and reducing dependency on benefits, we can begin to reverse entrenched patterns of disadvantage and unlock a healthier, more skilled workforce—creating the conditions for sustainable business growth and investment.

The Sefton Economic Strategy Action Plan is underpinned by a range of interconnected strategies and Council activity. These include initiatives across Sefton's Local Plan, Net Zero, Sefton Coast Nature Conservation Strategy, Transport, Digital Infrastructure, Housing, Equality & Diversity, Culture, and the Child Poverty Strategy. Together, these form the framework for holistic, place-based economic development.

Sefton faces a polarisation of economic and social life chances between different parts

of the Borough—particularly between north, central, and south Sefton. Areas with some of the highest living standards and skill concentrations sit alongside communities experiencing extreme deprivation and ill health. This contrast highlights the importance of our commitment to inclusive growth—growth that is equitable, targeted, and aligned with our wider placemaking objectives. Sefton is also making great strides in improving Adult and Children’s Care services across the borough which both play a significant role in both sustaining and growing the local economy including health and wellbeing, particularly those of a working age, educational attainment and employment opportunities.

CHAPTER 4 ACTION PLAN/KEY PROJECTS

Sefton Economic Strategy Action Plan continues to be updated on a quarterly basis using dashboards that measure performance across the following Key thematic objectives and subsets:

Strategic Objective	Service Area/Team/Lead(s)	Key Projects
<p>Employment & Opportunities for Work (E&W)</p>	<p>EG&H Employment & Learning</p> <p>Claire.maguire@sefton.gov.uk</p> <p>Tracy.brennan@sefton.gov.uk</p>	<p>Sefton@work</p> <p>Ways to Work programme (UKSPF) including money advice, personal development such as fit for Success, individual counselling, paid work placements and transition to work packages</p> <p>Young Persons Guarantee Trailblazer</p> <p>DWP Connect2Work scheme (in 2026)</p> <p>Jobs Fairs across Sefton eg Be Inspired Sefton events</p> <p>Sefton@work Open Door scheme</p> <p>LCR Youth Guarantee Employer Incentives</p> <p>Get LCR Working Plan Development</p> <p>Working with Vulnerable Groups eg carers, ex-offenders, care experienced, lone parents,</p> <p>Employer Partnerships and Council Recognition Awards</p> <p>Working with partners/Key stakeholders</p> <p>SMBC Voluntary Routeway programme</p> <p>Caring Business Charter</p> <p>September Guarantee & Destination tracking</p> <p>NEET reduction & Early Intervention Service</p> <p>Sefton Community Learning Service</p> <p>Inter-generational Family Learning</p> <p>Literacy, Numeracy, Digital</p> <p>Health, Wellbeing and citizenship offer</p> <p>Employment and Training plans related to planning applications & procurements</p>

Strategic Objective	Service Area/Team/Lead(s)	Key Projects
<p>EW-Health & Wellbeing</p>	<p>Public Health Helen.armitage@sefton.gov.uk</p>	<p>Health and Wellbeing Strategy Sefton Child Poverty Strategy-2026-31 Support towards development of NHS Neighbourhood Healthcare Model Health input to Local Plan</p>
<p>Business Growth & Investment</p>	<p>EG&H InvestSefton Mike.mullin@sefton.gov.uk</p>	<p>Place Based Business Support</p> <p>1:1 diagnostic business support</p> <p>Business planning Public sector procurement General business advice and guidance Managed referral to other business providers Start-up Sefton-supporting new business start-ups and socially trading organisations Specialist business consultancy framework Finding new markets/Export support Business Sustainability support Key sector development</p> <p>Business Friendly Sefton</p> <p>Legislative guidance-Business Rates, Planning and Licensing Procurement support-helping Sefton businesses access public sector contracts & promoting opportunities Sefton Economy Cell Southport Recovery Cell Business consultation</p> <p>Business Events & Workshops</p> <p>Sefton Economic Forum Sefton Huddle-Digital & Creative/tech business network Sefton Financial & Professional Network Demand-led topical business workshops Southport Cultural events business support</p> <p>Inward Investment</p> <p>Handling inbound inward investment Key Account Management Supporting Sefton based Foreign Owned Companies Supporting LCR Inward Investment promotion</p>

Strategic Objective	Service Area/Team/Lead(s)	Key Projects
<p>EW-Health & Wellbeing</p>	<p>Public Health Helen.armitage@sefton.gov.uk</p>	<p>Health and Wellbeing Strategy Sefton Child Poverty Strategy-2026-31 Support towards development of NHS Neighbourhood Healthcare Model Health input to Local Plan</p>
<p>Regenerated Places (RP)-GSI Programme/ UKSPF Co-ordination*</p>	<p>EG&H Regeneration Heather.jago@sefton.gov.uk Martin.kilpatrick@sefton.gov.uk</p>	<p>Sefton Growth & Strategic Investment Programme Working with public and private sector stakeholders to maximise opportunities and facilitate investment into Sefton</p> <p>Bootle Town Centre Bootle Strand re-development Salt & Tar Event Space Transport for the City Region - Bootle Project UKSPF programme Liverpool North new Town progression (Housing pipeline)</p> <p>Southport Town Centre (Town Deal) Marine Lake Events Centre Enterprise Arcade Les Transformation de Southport Phase 1 & 2 Build a Better Customer Experience Esplanade Site Southport Townscape Heritage Southport Business Park Southport Pier Southport Town Hall Gardens</p> <p>Ainsdale Coastal Gateway Ainsdale Neighbourhood Centre</p> <p>Maghull Health Park Mental Health Digital Research Centre (MHP Phase 1) Maghull Health Park Masterplan LCR Life Sciences Investment Zone</p>

Strategic Objective	Service Area/Team/Lead(s)	Key Projects
Visitor Economy	EG&H Tourism Mark.catherall@sefton.gov.uk	Sefton Visitor Economy Strategy Southport Place Strategy Southport Cultural Events Programme 2026 British Open Golf Championship 2026-Royal Birkdale Southport Pier Southport Marine Lake Event Centre Salt & Tar Events Space Salt and Tar Feasibility Destination Events & Marketing Business Tourism Southport Market
Housing	EG&H Housing Services Lee.payne@sefton.gov.uk	Housing Strategy 2022-27 Strategic Partnership between the Council and Sovini Group with the target to build 1000 affordable homes on council owned land. Working with Homes England and other housing associations to develop homes that meet identified housing needs, including 1300 Extra-Care homes for those need housing with care. Implementation of new duties under the Renters Right Act to ensure tenants in the private rented sector live in warm and safe homes. Collaborative working with Regeneration to progress the opportunity for housing at the Liverpool North New Town proposal. Housing pipeline development
Planning services	Local Planning Ian.loughlin@sefton.gov.uk	Local Plan delivery Bootle Area Action Plan and regeneration delivery Identifying land to meet the Council’s national and locally derived development targets, including housing, affordable housing, employment, retail, open space/ recreation, infrastructure and services Securing, collecting and delivery planning obligations

Strategic Objective	Service Area/Team/Lead(s)	Key Projects
<p>Social Inclusion & Access for All (SI)</p> <p>SI-Net Zero/Low Carbon/Climate Change</p> <p>SI-Sustainable Travel</p>	<p>Regeneration, Housing & Assets-Energy & Environmental Management</p> <p>Stephanie.jukes@sefton.gov.uk</p> <p>Highways & Public Protection-Transport Policy & Sustainable Travel</p> <p>Andrew.dunsmore@sefton.gov.uk</p> <p>Edward.holden@sefton.gov.uk</p> <p>Helen.cumiskey@sefton.gov.uk</p>	<p>Sefton Council net zero/ climate adaptation programmes</p> <p>LCR Combined Authority-Net Zero/Climate emergency targets</p> <p>Sefton Climate and Retrofit Action Programme (SCRAP) National Lottery funded scheme</p> <p>UK Fuel Poverty Strategy (2025)</p> <p>Warm Homes (domestic retrofit) delivery (2025-2028)</p> <p>Public Sector decarbonisation (2025-2027)</p> <p>Transport for City Regions funding – significant allocation for the 2027-2032 period for projects in Southport and Bootle – transport investment that will support objectives for housing growth.</p> <p>Low Carbon Transport Strategy Position Statement</p> <p>E-mobility and Electric Vehicle Charging Strategy</p> <p>Les Transformations de Southport – transport improvements that will also help boost the visitor economy</p> <p>Local Cycling and walking infrastructure plan – infrastructure to facilitate and encourage active travel modes</p> <p>School Streets and Neighbourhoods – supporting safer routes to school and infrastructure improvements to encourage walking, cycling and wheeling.</p> <p>Maritime Corridor Improvement Scheme/Business case – will support access to employment sites and other trip purposes.</p> <p>Southport Eastern access Improvement scheme/Business case – improving vehicle journey times / traffic flow in Southport.</p> <p>Sefton Access Controls and barriers Policy – ensuring inclusive access to active travel routes</p> <p>Liverpool City Region, Local Transport Plan and Delivery Plan</p>
<p>SI-Digital</p>	<p>Corporate Resources</p> <p>stephen.o'brien@sefton.gov.uk</p>	<p>Sefton Digital Strategy</p> <p>Developing Sefton as Digital Place (including links to Sefton Huddle and InvestSefton digital sector activities)</p> <p>Create strong digital foundations</p> <p>Supporting an enhanced customer journey</p> <p>Developing data & intelligence</p> <p>Support the workforce of the future</p>

Strategic Objective	Service Area/Team/Lead(s)	Key Projects
<p>SI-Equality & Diversity</p>	<p>Communities Kate.kerwin-jones@sefton.gov.uk</p>	<p>Stronger Communities Framework - aims to support communities to develop by working together. This work includes listening exercises across the borough, training, and awareness on how to have difficult conversations about contentious issues.</p> <p>EDI Strategy</p> <p>EDI Training for staff, schools and local businesses</p> <p>Social Value and Socio-economic duty</p> <p>Equality Impact Assessments for projects that support the social economic strategic to ensure that people who are underrepresented and disadvantaged are included within the planned work.</p> <p>Review of Regen projects to identify opportunities and challenges for EDI</p>
<p>SI-Culture</p>	<p>Communities David.eddy@sefton.gov.uk</p>	<p>Supporting the Southport26 Events programme including:-</p> <p>Submission to Arts Council England for Place Partnership grant</p> <p>Submission to National Lottery Heritage Fund for Big Top project</p>

CHAPTER 5 DELIVERY & IMPLEMENTATION

Delivery and implementation of the Sefton Economic Strategy is very much a collaborative effort of teams across the council as shown in chapter 4's Action Plan and Key Projects summary table.

The work is overseen by a Sefton Economy Cell, chaired by the Assistant Director-Economic Growth & Housing, which meets quarterly. This group also receives presentation from the LR Combined Authorities Economic Evidence team which produce quarterly economic updates which help the Council to review any significant changes across key indicators such as GVA; Inflation; interest rates; new business formation and closures; business confidence; Employment rates; Unemployment and universal credit; wages; Academic achievement and more.

Officers provide quarterly updates (where applicable) using a RAG system on dashboards for each Strategic Thematic Objective and Subset. This includes a summary narrative and where appropriate, the data is aligned with the Council's Corporate Performance Plan.

InvestSefton's Head of Business Growth & Investment leads on the co-ordination, collation and submission of data which is reported to Cabinet Member Regeneration, Economy & Skills and Overview & Scrutiny (Regeneration & Skills).

Performance updates can be viewed at [Sefton Economic Strategy](#)

CHAPTER 6 REPORT CONTROL

Strategic Objective	Service Area/Team/Lead(s)
Lead Officers	Stuart Barnes -Assistant Director: -Economic Growth & Housing Mike Mullin-Head of Business Growth & Investment
Contributors/sources/ Acknowledgements	Nigel Wilcock-Mickledore Gemma Monaghan- Murrow-Sefton MBC Business Intelligence & Performance Adrian Nolan-Liverpool City Region Combined Authority Jay Gamble/Charlie Comer-Liverpool City Region Combined Authority Ian Loughlin-Planning Services Heather Jago/Martin Kilpatrick – Regeneration & Growth Helen Armitage-Public Health Claire Maguire-Employment & Learning Lee Payne-Housing & Investment Services Mark Catherall-Tourism Office of National Statistics Census 2011 Geographic Data Services-Indices of multiple deprivation Office of Road & Rail Ministry of Housing Communities & Local Government
Release Authority	Councillor Paulette Lappin-Cabinet Member Regeneration, Economy & Skills/Deputy Leader Sefton Council Stuart Barnes -Assistant Director: -Economic Growth & Housing

