

Sefton Council Corporate Plan 2023 to 2026

A confident and connected borough that offers the things we all need to start, live and age well, where everyone has a fair chance of a positive and healthier future.





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Foreword



Welcome to our 2023 – 2026 Corporate Plan which builds on our achievements of recent years and brings together our priorities for the next three years. It is underpinned by our Workforce Strategy and values. Our ambition is for Sefton to be a confident and connected borough that offers the things we

all need to start, live and age well, where everyone has a fair chance of a positive and healthier future.

Local people are at the heart of our plan, and we will continue to work with our partners to reduce the many inequalities that exist across Sefton.

Safeguarding children, with our partners, is our highest priority and improving services for children and their families will be at the heart of everything we do. Our Children’s Services team continues to face high demand and increases in complexity of need. The actions in our Improvement Plan identify the steps we are taking to make the required changes. Most importantly we will ensure that we listen to our children as we develop and implement our plans. I know that every councillor and member of staff in Sefton is committed to being a good Corporate Parent and we, with our partners, will do all we can to raise aspiration for the children that we care for and keep children safe.

Our Health and Wellbeing Strategy “Living Well in Sefton 2020-2025” is directed towards large scale, meaningful changes on the big issues which matter to people who live, study and work here. Our ambitions are for better and more equal health and wellbeing spanning all the way from pregnancy and the start of life, to the close of our lives, it is not just about health and care services. This is because we know that the most powerful changes come from creating more of the right conditions and opportunities for people’s health to thrive. We want

people to live as independently as possible for as long as possible.

Every day we deliver many diverse services to our communities, empty bins, maintaining parks and our beautiful coast, supporting people during the Cost of Living Crisis and much more. I know that these services make such a difference to everyday life and this plan brings together our priorities for these much valued services.

We will continuously act on our commitments to be a net zero organisation by 2030, we will continue to focus our efforts on energy use reduction as well as exploring the potential for green infrastructure and offsetting.

At the heart of the Council’s activity is the requirement and clear objective to deliver and maintain financial sustainability, make every pound count, invest wisely and creatively to make and save money and celebrate diversity. Delivering Value for money for our residents is critical.

Our Growth Programme brings together the steps that we are taking to deliver an economy that connects Sefton to the City Region and beyond, in which businesses, employees, jobseekers and working age adults receive the help they need to achieve their ambitions, and the benefits of growth are maximised for the people and places of Sefton. Ultimately this is about more and better jobs for local people.

None of our priorities can be delivered without the diverse talents, skills and commitment of our workforce and I would like to take this opportunity to thank them for everything they do.

A handwritten signature in black ink, appearing to read 'Ian Maher'. The signature is fluid and cursive, written over a white background.

Cllr. Ian Maher
Labour Leader, Sefton Council

Our Priorities

Children & Young People - Improving outcomes for children and their families

Health & Wellbeing - Improving the health and wellbeing of everyone in Sefton and reduce inequality

Adult Social Care - Empowering people to live an independent life, exercise choice and control, and be fully informed

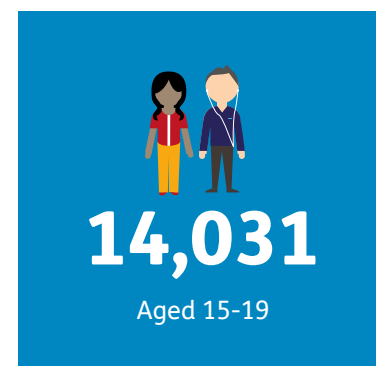
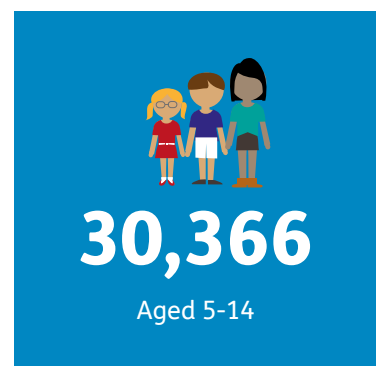
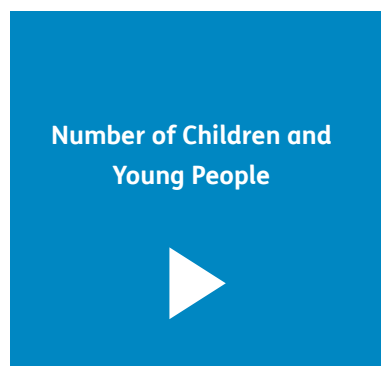
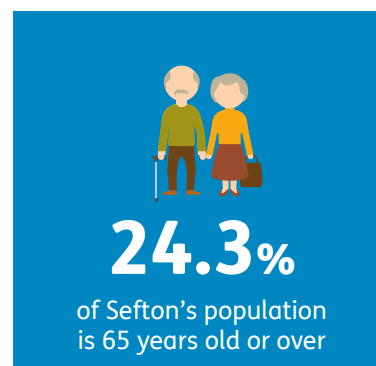
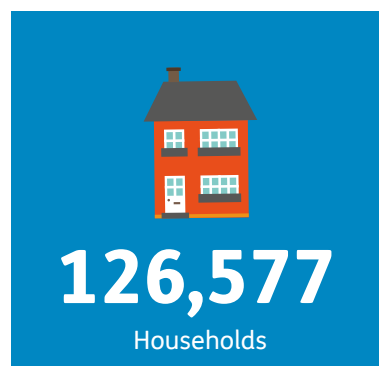
Financial Sustainability

Working for Our Communities Every Day - Working together to deliver affordable services which achieve the best possible outcomes for our communities

Inclusive Growth - Creating more and better jobs for local people



About Sefton



Our Core Purpose

■ **Protect the most vulnerable:** i.e., those children and adults who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable children and adults and where we need to, we will intervene to help improve lives.

■ **Facilitate confident and resilient communities:** the Council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant.

- **Commission, broker and provide core services:** the Council will directly deliver fewer services but will act as a broker and commissioner of services which meet the defined needs of communities, are person-centred and localised where possible.
- **Place-leadership and influencer:** making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the borough. The Council will use data and feedback from our communities, children and young people in shaping plans. The Council will demonstrate strong leadership and influence partner organisations to:
 - work towards common goals
 - deliver the best opportunities and outcomes for the children in young people in and leaving our care by being good Corporate Parents
 - deliver the best opportunities and outcomes for residents and every child in Sefton
 - ensure Sefton is a child, older person and disability friendly place and build pride in the borough.
- **Drivers of change and reform:** the Council will play a key role in leading change and reform to improve outcomes for Sefton residents, every child's future and continuously improve the borough.
- **Facilitate sustainable economic prosperity:** that is, people having the level of money they need to take care of themselves and their family; creating the conditions where relatively low unemployment and high income prevail, leading to high purchasing power; opportunities for future generations and having enough money to invest in infrastructure.

- **Generate income for social reinvestment:** the Council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose and preparing for the future.
- **Cleaner and Greener:** the Council will work with others to act as guardians and protect and maintain Sefton's natural beauty and ensure that its many assets can be enjoyed by everyone and future generations and provide a contribution to Sefton's economy, people's wellbeing and the achievement of the 2030 Vision.



How we work

The Council works hard to ensure what we and others do is in the best interests of Sefton and our residents through true collaboration, mutual trust and rigorous prioritisation.

Our Workforce

Our workforce is our greatest asset, engaging and developing them is key to improving outcomes for our communities. Our Workforce Plan aims to enable the Council to achieve real and lasting change and to get ready for the challenges ahead. This plan has been developed by cross section of staff from across the organisation. We aim to make sure we are focused on our priorities under a One Council (single team) approach with joined up thinking, actions and making sure we deliver what we promise.

Our Governance

The Council is composed of 66 Councillors with one-third elected annually (three years in every four) for a term of four years.

The Cabinet comprises of the Leader of the Council and nine Cabinet Members of the Council. Each has responsibility for a defined portfolio.





Our Finance

The Council has a proven track record in sound financial management. We will ensure the Council is financially sustainable through effective medium term planning, delivers value for money and manages effectively within available resources at a time of ongoing cost inflation, increased demand and need. Long term financial sustainability is key to delivering the objectives of the council and value for money.

We will make all of our service decisions taking into account financial implications and the impact on the wider Council's long term financial position.

Wherever possible, we will spend our money locally to support local businesses and organisations and seek to maximise social value.

The Council will look to build on the successful bids for Government, City Region and other funds to ramp up our capital investment programme, promoting growth and economic resilience locally and expect to continue this work over the lifetime of this plan.

Our Partnerships

The role of the Council is unique in delivering change, sometimes we contribute directly to it, but we also play a unique role in convening partners, mobilising action and developing support for our collective work.

The Council's partnership arrangements are many and include the Sefton Partnership (Health & Social Care), Sefton Safeguarding Children's Partnership, Sefton Adults Safeguarding Board, Safer Sefton Together Partnership, SEND Improvement Board, Early Help Partnership Board, Sefton Domestic Abuse Partnership Board, Southport Town Deal Board, Sefton Economic Forum and Bootle Local Partnership Group. We will work with our partners to raise aspiration, work towards common goals and build a sense of pride and belonging in the borough, together we will have a greater impact. We will galvanise our partners to ensure that we are all working together as good Corporate Parents.

We recognise that as the needs of Sefton's communities change over time we must adapt and continuously improve the way we work together, in order to facilitate changes which have a positive, lasting impact on the lives and wellbeing of local people. To help achieve this, since 2015, we have established an operational framework, [New Realities](#), that strengthens working relationships between the local authority and the Voluntary, Community and Faith Sector.

Our Communities

The voice of our communities was central to shaping our Vision 2030 and we will continue to focus on ensuring that all people continue to have a powerful and meaningful voice to shape the future of the Sefton and the services provided by the Council.

We want Sefton to be a place where children and young people can grow up happy, safe and secure, with a voice that matters and so that they get the opportunities they need to thrive.

The [Public Engagement and Consultation Framework](#), outlines a set of principles, standards for consultation and engagement and the work of the Public Engagement and Consultation Panel.

Our commitment to equality goes beyond complying with our statutory duties. We are determined to remove barriers and supporting individuals and families to reach their full potential.



How we will drive system wide delivery

Through continuous engagement with our partners, we will deliver joined up plans. Existing governance and partnership arrangements will oversee the delivery of key strategies and action plans that underpin this plan. Cabinet will oversee the progress made against this plan on an annual basis.



Delivering Our Priorities

Children & Young People - Improving outcomes for children and their families.

Vision for Children's Services – we want our all of our services to enable and support every child, young person and family to reach their full potential.

What we want to see





So Far We Have

Stable Workforce

We have

- strengthened the Children's Services leadership and management team
- introduced a Social Work Academy
- improved our recruitment and retention offer
- created a working environment in which senior leaders are visible and staff feel supported

Being a Good Corporate Parent

We have

- recognised Care Experienced as a protected characteristic
- introduced a mentorship scheme for care experienced young people
- launched the Caring Business Charter

Tackling Child Poverty

We have

- agreed our Child Poverty Strategy and Action Plan
- supported families with holiday meals and activities

Good Information & Advice and Early Help

We have

- refreshed the Local Offer for SEND
- created and launched a new approach to Targeted Family Support for those families who need intensive interventions
- commissioned integrated advocacy services
- realigned Targeted Early Help to Children's Services
- created a Family Support team for Children With Complex Needs
- launched a pilot fostering support service for CWCN and their families

Access to good education, employment and training opportunities

We have

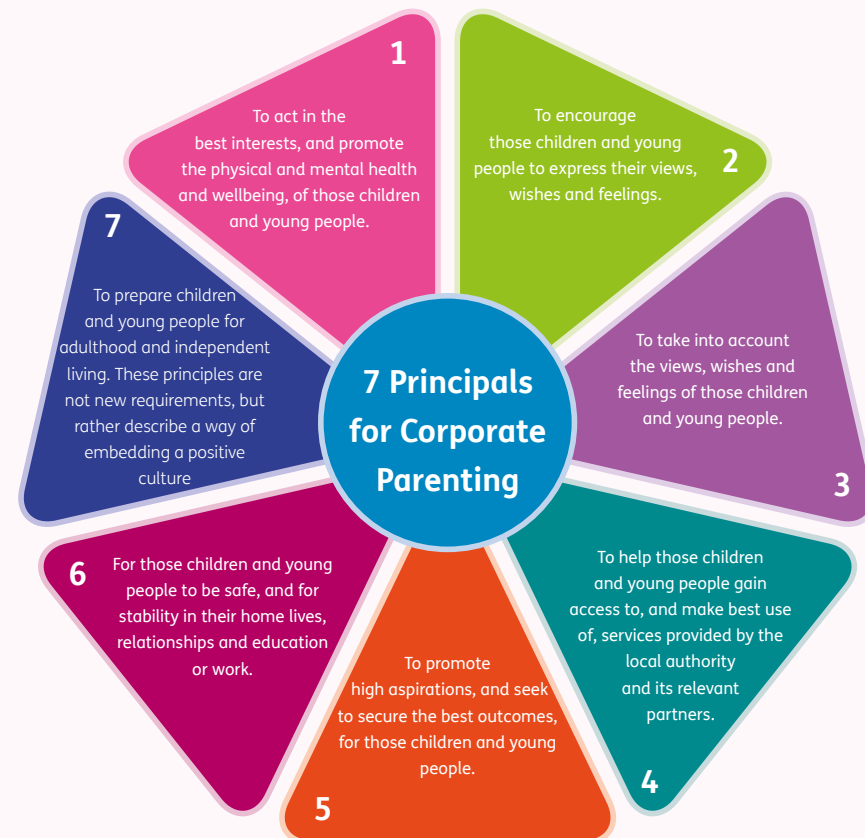
- co-produced our Education Strategy
- strengthened our relationships with schools

- reviewed and strengthened the schools causing concern protocols
- introduced electronic Personal Education Plans for cared for children and provided training for schools and social workers

Pride and Listening to children and young people

We have

- refreshed the Consultation & Engagement Framework
- increased the number of Participation Officers
- built on the MAD group and Youth Ambassadors
- created a young people's room within our Children Services department



Next We Will

Stable Workforce

We will

- step up our recruitment activity to reduce the number of Social Worker vacancies
- develop our managers
- develop the wider Children's workforce to better support children and their families
- continue to recruit to our Social Work Academy
- maintain a relentless focus on practice improvement
- create pathways of CPD for the workforce using our SW Academy

Being a Good Corporate Parent

We will

- work with partners to deliver our Children's Improvement Plan
- embed the seven principles for Corporate Parenting and refresh our Corporate Parenting Strategy
- ensure elected members receive additional training and support to ensure that they know how to effectively discharge their duties
- take action to help cared for children and care experienced young people to access opportunities and support

Tackling Child Poverty

We will

- deliver the Child Poverty Action Plan by working with partners, parents and carers
- lobby for further investment in Sefton children and their families

Good Information & Advice and Early Help

We will

- develop our Early Help offer to better meet the needs of children and their families offering support to access the right help at the right time
- support children with special educational needs and disabilities and support parent/carers, and ensure equality of access to our universal services

Access to good education, employment and training opportunities

We aim to

- raise aspiration for all our children and young people
- reduce educational inequalities

We will

- deliver our Education Strategy Action Plan and SEND Improvement Plan
- work with early years providers and schools to improve access and attainment
- work with our partners to improve education and training opportunities for young people

Pride and Listening to children and young people

We aim to

- help build tolerant communities that value all children and young people giving them opportunities to positively contribute to their neighbourhood

We will

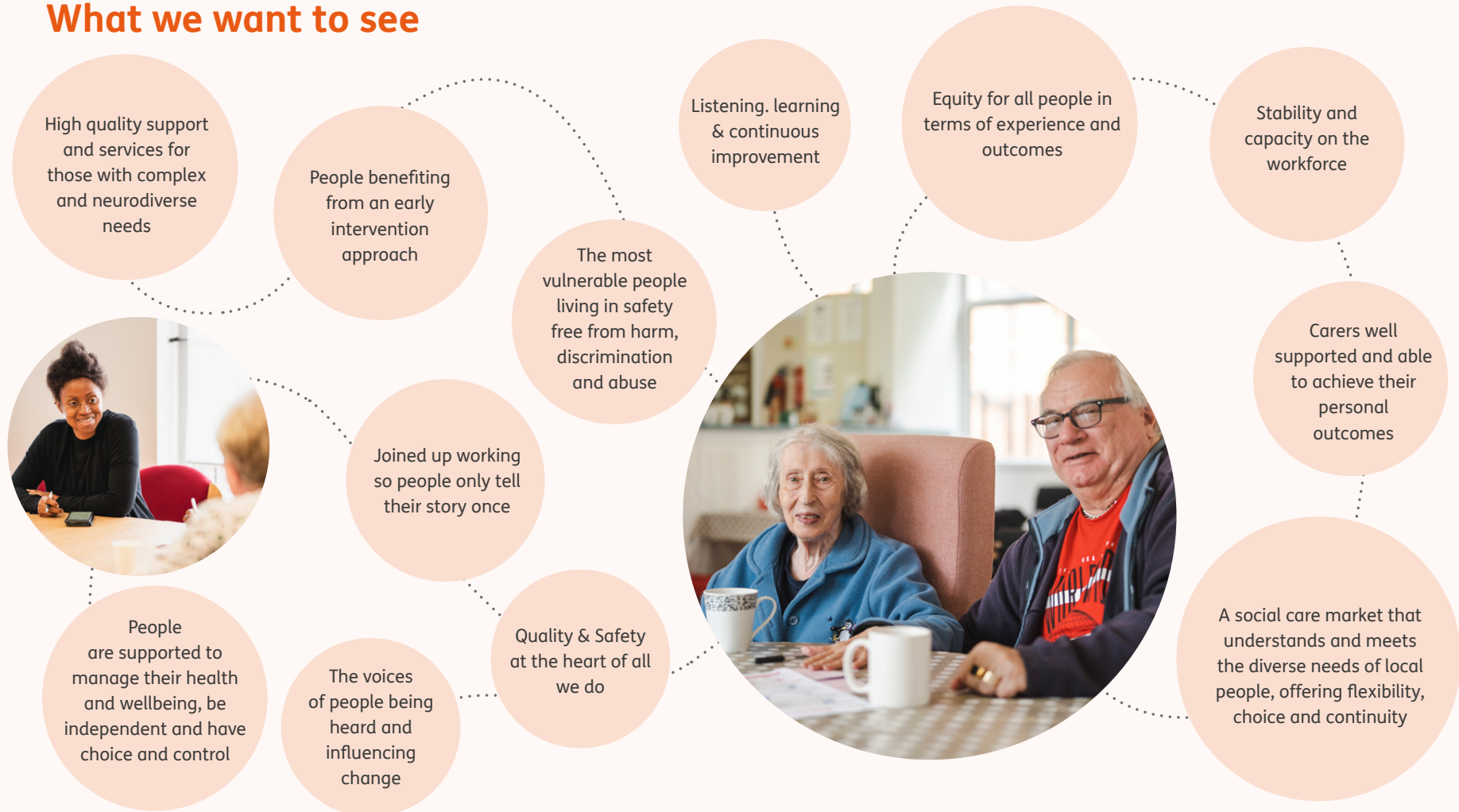
- listen to children and young people by ensuring that barriers to participation and progress are addressed using multiple techniques and methods so we can hear the voice of the child
- work closely with partners and key youth groups to ask questions, clarify understanding and give them the opportunities to be engaged in decision making processes and have as much influence as possible
- refresh the Children & Young People's Plan
- co-produce a Belonging Strategy



Adult Social Care

Vision for Adult Social Care – we want to offer care and support that empowers people to live an independent life, exercise choice and control, and be fully informed.

What we want to see





So Far We Have



Leadership and workforce

We have

- strengthened our leadership capacity
- collaborated with health colleagues to develop a Sefton Leadership Programme
- sought to strengthen front line recruitment including “growing local talent” through apprenticeships
- strengthened our governance and oversight arrangements
- worked with Providers to develop and implement Partnership groups and forums

Early intervention

We have

- developed our digital strategy
- worked collaboratively with our health and care colleagues to strengthen our rapid response offer, intermediate care and home first services
- introduced a Mental Health Recovery Team
- adopted a strength - based approach to supporting people and carers

Integrated working

We have

- worked with partners to create a Sefton Partnership Board
- introduced Integrated Care Teams with our colleagues from Health and Primary Care
- moved to ensure that Health and Social Care commissioners are now co-located

Social Care Market

We have

- refreshed our market position statement and market sustainability plan
- worked with care providers to provide additional support regarding the recruitment and retention of the workforce.

- engaged with local people to review our day opportunities and make plans to transform services
- focused on increasing the availability of domiciliary care and care at home
- supported local providers through our single handed care programme and occupational therapy support
- improved our offer to better support wellbeing and independence at home

Quality

We have

- started to prepare for the new national assurance framework for Adult Social Care
- invited the Local Government Association (LGA) to undertake a Peer Review of our services
- introduced a new quality assurance framework and professional practice forum
- maintained strong links with regional colleagues

Safeguarding

We have

- strengthened our Safeguarding Adults Partnership Board (SSAPB) and appointed an Independent Chair
- developed a Communication Plan and increased the use of social media to promote local, regional and national focus on adult safeguarding
- created detailed Work Plans for SSAPB with focus on communication, quality and process along with wellbeing and learning.
- continued to ensure high quality training is available for all practitioners undertaking adult safeguarding work.
- worked closely with partners and providers to identify learning opportunities through lived experience resulting in the creation of learning materials for use by professionals and communities alike and improved service delivery.

Next We Will

Leadership and workforce

We will

- develop an integrated workforce strategy with Sefton Place Colleagues.
- support the wider workforce market working with regional partners to develop a Care Academy.
- focus on inclusive leadership to develop greater awareness and planning for Sefton's diverse communities.
- continue to grow our own and develop careers progression opportunities.
- develop our approach across services and our market place, to early help and prevention
- codesign with people and partners our Annual Assessment Quality Assurance Framework

Early intervention

We will

- develop and codesign with people and partners our earlier help and prevention strategy
- introduce more support options through the provision of extra care housing
- improve the accessibility of our information and advice
- Increase the availability of reablement services and enhance our Home First Service

Integrated working

We will

- engage with local people and carers to codesign opportunities
- engage further with people who access and use our services to develop a strength based approach
- review and redesign our support arrangements for people with complex and neuro diverse needs
- better align with Health Commissioning to offer integrated joined up service offers
- focus on integrated teams, including co-location, digital records and renewed vision and priorities.

- codesign with young people and families our approach to children's transitions to adulthood

Social Care Market

We will

- work with Providers to support them to adapt their services
- put in place new arrangements for Care at Home services
- work in partnership across the health and care system in Sefton

Quality

We will

- implement a communication, engagement, codesign and consult programme.
- further develop and deliver an integrated quality framework
- develop a strength - focused charter kite mark with our market place
- strengthen how we learn from adverse events and provider failure
- continue to ensure that our commissioning activity has a key focus on providing high quality services that are focused on meeting peoples desired outcomes
- codesign with people/ partners and communities our inclusion and diversity approach

Safeguarding

We will

- continue to work with people to understand what safe means to them
- review our pathways, processes and ways of working.
- continue to deliver quality learning opportunities.
- further support the work and influence of the Sefton Safeguarding Adults Board

Health & Wellbeing

What we want to see



People connected across generations

As people grow older, they can access support, tailored to their needs which respects their dignity and individual preferences.

Sefton is a place where it is easy to be healthy and happy



Our communities and the built environment meeting the needs of people as they get older, through age and disability friendly towns, communities, services, housing and transport

Every child and young person having a successful transition to adulthood

Health, care and wellbeing services across the wider system working together to support individuals, carers, families, and communities

Everyone having a fulfilling role which can support their needs, with opportunities to contribute, learn and progress

Older people staying active, connected, involved and valued in their communities

Every child achieving the best start in their first 1001 days



Education and training enabling every young person to unlock the door to more choices and opportunities



So Far We Have

Start Well

We have

- refreshed the Mental Health Toolkit for schools
- developed a renewed 0-19 service
- developed integrated models for key worker, gateway reviews and implemented regional improvements to Mental Health Services

Live Well

We have

- delivered integrated Mental Health reablement offers
- delivered Crisis cafes to deliver community based responses to mental health needs
- delivered community based diagnostic hubs and health on the high street model
- improved our self assessment process and access to adaptations
- delivered increased number of technology enabled care and embedded this in Social Work practice

Age Well

We have

- increased our Domiciliary Care market and redesigned our offer
- delivered a new 2 hour and rapid response service to meet discharge and hospital avoidance demand,
- supported the Care Home Market with training and development offers, market sustainability funding and enhanced care from GP's and Community health teams

All Age

We have

- delivered a new integrated advocacy service
- worked with the Carers centre to plan and deliver a new integrated Cares service

Integration

We have

- delivered a mature Sefton Partnership to bring Health and Care Partners together to take key decisions on the delivery and transformation of Health and Care in Sefton
- established joint accountability through shared leadership, a single Place Director for health and social care, aligned teams and an medium term plan for expanded joint budgets

Voice

We have

- delivered co-produced consultations on Day Opportunities and Supported living
- developed a co-production standard



Next We Will

Start Well

We will

- promote partnership working including joint commissioning so we can invest in children and young people's futures
- update our Cared For Sufficiency Strategy

Live Well

We will

- develop the Adult Social Care Strategy and Action Plan
- deliver a new offer for Day Opportunities and Supported Living

Age Well

We will

- deliver a new Domiciliary Care offer
- deliver a Market Sustainability plan and work with the Care Market to deliver a fair cost of care and remodelled market for older people
- continue to deliver our Technology Enabled Care Strategy supporting more people to benefit from digital and technology enable care offers.

All Age

We will

- encourage all ages and abilities to get involved with physical activity
- promote tech enabled care
- deliver against our end of life strategy
- remodel our Carer offer

Integration

We will

- deliver a Place Delivery Plan
- further align teams
- develop our Integrated Care Teams including co locating and shared care records

Voice

We will

- ensure the voice of those that use and deliver services can be heard and become a key part of service improvements and development as standard

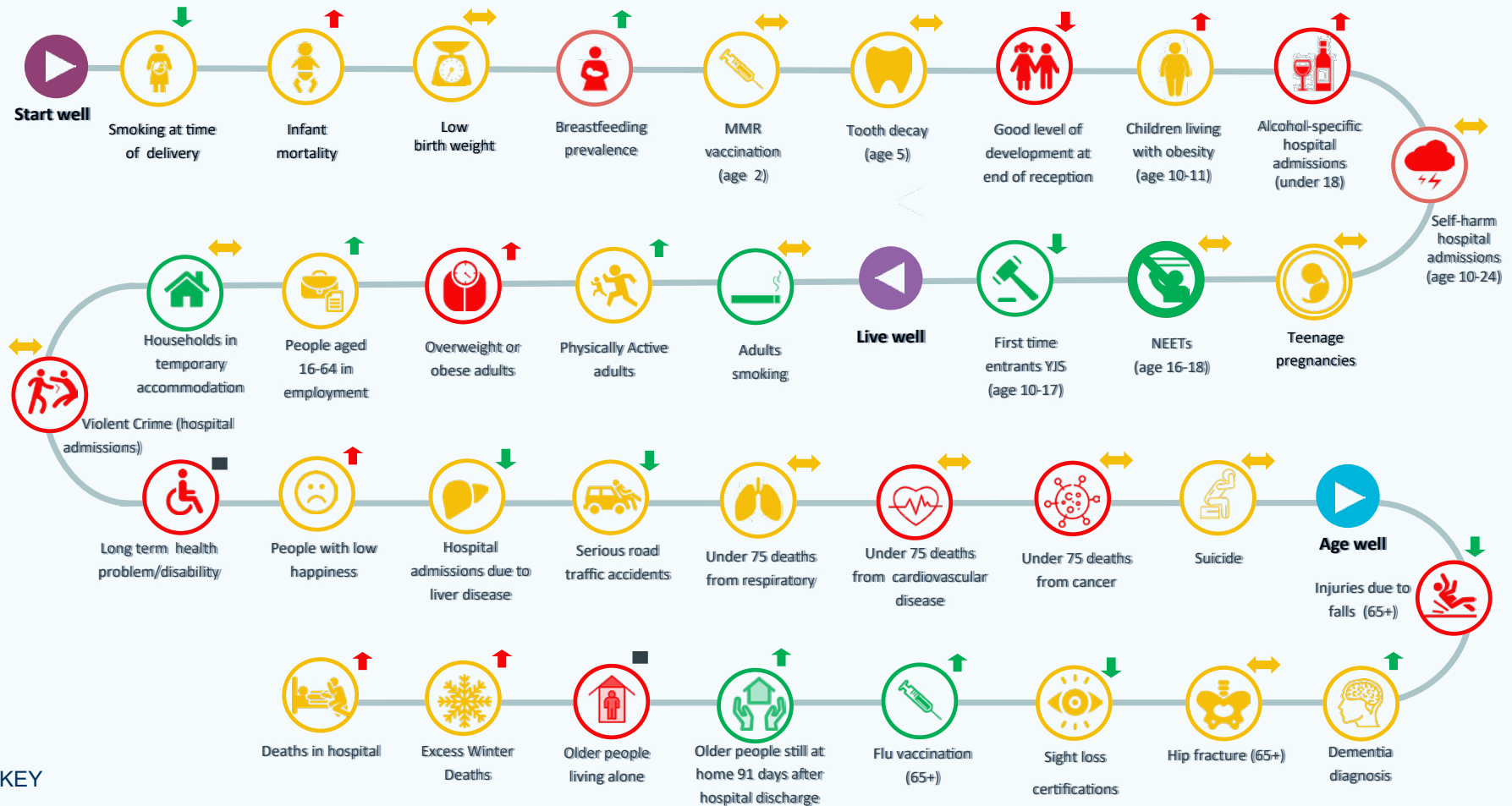




Sefton's Health & Wellbeing Across the Lifecourse

Current Population 279,231

- 52,998 Under 18s
- 161,467 18-64
- 64,766 65+



KEY

Statistical significance to England:

- Better
- No different
- Worse

Direction of travel:

- ↑↓ Improved since last period
- ↔ Similar to last period
- ↑↓ Worse than last period

■ No comparator

Based on a template from Halton Public Health Intelligence Team and work produced by Centre for Public Health, Liverpool John Moores University. Icons made by Flaticon and available here: www.flaticon.com

Working for Our Communities Every Day

Our vision for every day services – our work contributes to people feeling happy and safe in their neighbourhood.

What we want to see





So Far We Have

Help & support

We have

- continued to support local people experiencing severe hardship, a disaster or emergency.
- worked with our partners to create warm hubs where people feel welcome and safe
- invested in our digital infrastructure and skills to reduce digital exclusion
- ensured our libraries, leisure the Atkinson and family well being centres are the community footprint for help and advice and encourage healthy lifestyles

Good, affordable housing

We have

- agreed a new Housing Strategy
- agreed a new Selective Licensing and Additional (HMO) Licensing Schemes
- launched our own housing company
- developed a Homeless and Rough Sleeping Action Plan

Safe, Connected Neighbourhoods

We have

- secured funding for improvements to highways, public transport and more, the £3.8 million funding from developers will also help boost primary school provision and improved health facilities.
- agreed our partnership Domestic Abuse Strategy & Action Plan
- agreed our partnership Community Safety Strategy
- started preparing for Environment Act implementation

Climate Change

We have

- progressed our Climate Emergency Action Plan
- started to install energy efficient street lighting
- accessed government funding for public building decarbonisation

Spaces for everyone to enjoy

We have

- protected our coast for all to enjoy
- increased the facilities for visitors to our coast
- worked with friends of groups to make our green spaces enjoyable for everyone

Pride & Voice

We have

- refreshed our partnership Consultation & Engagement Framework
- created new diverse staff groups
- celebrated our local heroes and diverse communities
- supported local projects through Sefton Crowd



Next We Will

Help & support

We will

- work with our partners and local people to minimise the impact of food and fuel poverty
- continue to support the diverse needs of communities through early help

Good, affordable housing

We will

- deliver the Local Plan
- continue our work with partners to reduce homelessness and rough sleeping

Safe, Connected Neighbourhoods

We will

- work with our partners and local people to minimise the impact digital exclusion
- work with partners to deliver the Domestic Abuse Action Plan
- work with the Police and Crime Commissioner to deliver our community safety priorities set out in our plan
- implement the Highways Capital Programme, to maintain and improve transport infrastructure and connectivity

Climate Change

We will

- continue to reduced the Council's carbon footprint
- continue the installation of energy efficient street lighting
- encourage active travel and improvements in air quality



Spaces for everyone to enjoy

We will

- help build tolerant communities that value all everyone as members and give them positive opportunities to contribute
- deliver everyday services to the best possible standards
- encourage biodiversity, recycling and responsible waste disposable
- deliver the Community Safety Strategy Action Plan

Pride & Voice

We aim to

- help build tolerant communities that value all children and young people giving them opportunities to positively contribute to their neighbourhood

We will

- celebrate and champion diversity, local pride, our amazing volunteers and culture
- work with our communities to strengthen community voice
- lobby for a fair funding settlement for Sefton



Growth

What we want to see



Regenerated Places



People enjoy visiting Sefton



The voices of local businesses are heard and influence change



Inclusive Growth



People have support to access employment opportunities





So Far We Have

Inclusive Growth

We have

- refreshed the Sefton Economic Strategy
- agreed the Social Value Policy including the incorporation of our new Caring Business Charter
- embedded key social value objectives and outcomes into procurement activities, lease and other contractual agreements
- secured the second largest Town Deal for a single town in the country for Southport – including for the £73m Marine Lake Events Centre
- delivered affordable quality homes across the borough via Sandway Homes

Access to Employment

We have

- are delivering the Restart contract, engaging with local employers across the borough
- have delivered quality employment and career opportunities via Sefton Hospitality Operations Limited

Regenerated Places

We have regenerated

- Southport Market, a new food and drink offer that has galvanised footfall and investment in that part of the town centre
- Lake House, Waterloo, supporting elevation of our brand proposition for visitors and offering quality employment and career opportunities for local people
- Cambridge Road, enhancing underused assets to deliver positive social outcomes in our communities
- Bootle Canalside, bringing a more diverse range of uses and events to the town centre, driving increased footfall in the Strand and beyond

Visiting Sefton

We have

- proactively marketed Sefton as a visitor destination

- created a programme of high-quality events of regional significant, driving up visitor numbers
- procured ASM the world's leading venue management company and producer of live experiences as the preferred operating partner for the Marine Lake Events Centre project

Voice

We have

- the Economic Forum to engage with the business community
- the Growth Hub Marketplace where businesses can see what help and support is available across the Liverpool City Region.
- Southport Town Deal board, plus a Shadow Board comprising young people from across the town
- Local Partnership Groups in place in Southport and Bootle
- Shadow Boards in Southport and Bootle to capture youth voice on strategies and projects



Next We Will

Inclusive Growth

We will

- deliver the repurposing of the Strand shopping centre in Bootle
- support small and medium-sized business growth across the borough
- continue to collaborate with key stakeholders and groups to design and develop projects with inclusivity at front of mind throughout

Access to Employment

We will

- build on SHOL's successful start to deliver business growth and create further quality career opportunities with the company
- promote greater inclusivity in employment across the borough
- widen implementation of the Caring Business Charter, securing employment and work experienced opportunities for young people with care experience across the borough.

Regenerated Places

We will

- progress the regeneration of Bootle Canalside, Southport Pier, Les Transformations de Southport and Crosby village centre and library
- proactively bid for funding from government and from the Combined Authority
- stimulate inward investment via delivery of catalytic projects
- work collaboratively with current and prospective partners to secure new investment across the borough

Visiting Sefton

We will

- continue our work to deliver the Marine Lake Events Centre project
- develop the Bootle Canalside "Salt and Tar" site and events programme, and continue to progress our ambitious vision for the future of Bootle town centre
- progress our works on Southport Pier
- align with the regional visitor proposition and major events elsewhere in the region

Voice

We will

- proactively engage with all stakeholders to ensure we capture breadth and diversity of perspectives
- learn and develop to strengthen the quality and effectiveness of our consultation and engagement activities
- continue to capture the voice of children and young people at strategy and project level across our growth and strategic investment programme



Key Documents

Health & Wellbeing Strategy

Child Poverty Strategy

Education Excellence Strategy for Sefton 2022-2025

Digital Inclusion Strategy-2022

Accessible-communications-policy-2020.pdf (sefton.gov.uk)

New Realities 2021 (sefton.gov.uk)

Economic Strategy Update

Children's Improvement Plan

Children & Young People's Plan

Sefton Domestic and Sexual Abuse Strategy 2023-2028





