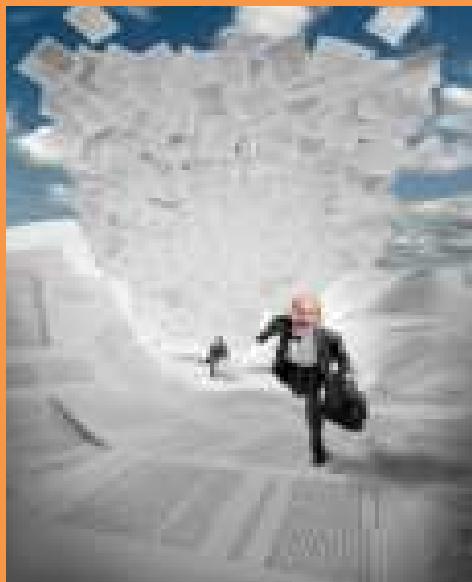


**OVERVIEW AND SCRUTINY COMMITTEE  
(REGENERATION & ENVIRONMENTAL SERVICES)**



**EMPLOYMENT DEVELOPMENT WORKING GROUP  
FINAL REPORT  
OCTOBER 2013**

Overview  
& Scrutiny



# Overview & Scrutiny

**‘Valuing  
Improvement’**

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## LEAD MEMBER'S INTRODUCTION

I am very pleased to introduce this Overview and Scrutiny report for Regeneration and Environmental Services.

The context for the investigations undertaken by the Working Group was to conduct a review of policy related to employment development based on the terms of reference agreed at the scoping meeting. The intention is to assist the Council in its policy deliberations by making a series of improvement recommendations based on the evidence given during investigations and the key findings of the process. We requested that all witnesses produce a SWOT analysis as part of their input, this enabled the Working Group to ask directed questioning in a focused way, quickly getting to the crux of the matter in hand.

This report is timely as the scale of cuts imposed on authorities such as ours has drastically reduced the ability of the public sector to make positive interventions in strategic employment initiatives/investments, which in turn benefit the local labour market and local economy generally. Arguably, our role is even more important as the over-reliance solely on the private sector to underpin economic recovery doesn't appear to be gaining any traction locally where levels of unemployment/underemployment are still a huge issue for communities in Sefton. We must be in a position to benefit from any economic developments locally and ensure that we punch our weight as the scramble for scarce resources worsens.

I am pleased with the results of the work as I do believe it provides a basic template/action plan that, if implemented, will ensure that the Council's assets are organised in an effective whole organisation manner where we can continue to have a positive impact on employment development in spite of the very difficult times the public sector finds itself in.

I wish to thank all those people who took part in interviews and facilitated visits and for giving up their valuable time to inform the Working Group. I am tremendously grateful to my fellow Working Group Members for their commitment to our project and I would like to thank Ruth Harrison for her support and professionalism throughout this process.



**Councillor Patrick McKinley**  
**Lead Member of the Economic Development**  
**and Development of Local Town Centres and**  
**Economies Working Group and Chair of the**  
**Overview and Scrutiny Committee**  
**(Regeneration & Environmental Services)**





## 1.0 BACKGROUND

1.1 At its meeting on 18 September 2012, the Overview and Scrutiny Committee (Regeneration and Environmental Services) resolved that:-

Councillors Bennett, Gatherer, Jones, Lappin, McKinley and Maguire be nominated to serve on the Employment Development and the Development of Local Town Centres and Economies Working Group.

1.2 At its meeting held on 13 November 2012, the Overview and Scrutiny Committee (Regeneration and Environmental Services) were informed that Councillor Weavers had also joined the Working Group.

1.3 At its meeting on 22 January 2013, the Overview and Scrutiny Committee (Regeneration and Environmental Services) resolved that:-

1.4 Councillor Dutton replace Councillor Jones on the Employment Development and Development of Local Town Centres and Economies Working Group.

1.5 Details of Working Group meetings are as follows:-

Date	Activity
26.10.12	Scope Review
23.11.12	Interview Witness – Sefton@work
14.12.12	Interview Witnesses from Sefton MBC:- <ul style="list-style-type: none"> <li>• Mike Hanrahan, Troubled Families Co-ordinator, Sefton MBC</li> <li>• Eddie Sloan, Senior Officer for 14-19 Strategy and Management, Sefton MBC</li> </ul>
25.1.13	Interview Witnesses:- <ul style="list-style-type: none"> <li>• Carol Cain and Emma Batchelor, Job Centre Plus</li> <li>• Peter McEvoy, Asset Training</li> </ul>
8.2.13	Interview Witness – Paul Ashcroft, Skills Funding Agency
15.2.13	Interview Witness – Yana Williams, Hugh Baird College
14.3.13	Key Issues Emerging:- Claire Maguire and Mark Long, Lead Officers
18.4.13	Interview Witness:- <ul style="list-style-type: none"> <li>• Peter Cowley, Legal Services, Sefton MBC</li> <li>• Mike Mullin and Gavin Quinn, Economy &amp; Tourism, Sefton MBC</li> </ul>
2.5.13	Interview Witness:- <ul style="list-style-type: none"> <li>• Jane Gowing &amp; Alan Young, Planning, Sefton MBC</li> <li>• Colin Geering, LCR Employment and Skills Board Executive</li> <li>• Councillor I Maher, C.M. Regeneration &amp; Tourism</li> </ul> <p>Councillor J Fairclough, C.M. Transportation</p>
6.6.13	Interview Witnesses:- <ul style="list-style-type: none"> <li>• Mark Knowles, Liverpool City Region Local Enterprise Partnership</li> </ul>



	<ul style="list-style-type: none"> <li>• Lee Payne, Infrastructure &amp; Investment Programmes, Sefton MBC</li> <li>• Mo Kundi, Economy &amp; Tourism, Sefton MBC</li> </ul>
20.6.13	Reflections from Members – Next Steps
19.7.13	Consider Draft Final Report (Employment Development)

1.6 For the purposes of conducting this review, Members agreed to investigate Employment Development first, and to consider Development of Local Town Centres and Economies in a later session. This report addresses the employment objectives of the Working Group.

1.7 Members of the group drafted and agreed the following terms of reference and objectives of the review:-

## 2.0 EMPLOYMENT DEVELOPMENT

### 2.1 Terms of Reference

(1) Review recent research on employment. To include: trends in employment and worklessness, sectoral trends current and potential employment opportunities, changes in the labour supply and characteristics of jobseekers, and the impact of government policy for employment, skills and welfare reform.

(2) Scrutinise the Borough's Strategy for increasing employment opportunities, including NEETs. **(Reference recommendation 7 to the report)**

*(O&S (Children's Services) was reviewing NEET with O&S (Regeneration and Environmental Services) at the time when this review commenced, the Working Group should ensure no duplication in work occurs)*

(3) Ensure a joined up, whole Council approach to employment development. This will be based on a fuller understanding of the Council's unique impact in generating, supporting and facilitating local employment and skills development, and require an assessment of the Council's role as a Service Deliverer, Commissioner, Purchaser, Community Leader and Direct Employer. **(Reference recommendation 2 to the report)**

(4) Review the effectiveness of the collection, practical use and management of all labour market intelligence and job capture information, and advise how this information could be used to improve policy and practice.

(5) Conduct a feasibility study to explore the potential of a Sefton-wide Employment Growth/Apprenticeship Compact between local employers and the Council, including incentive options for participating employers. **(Reference recommendation 12 to the report)**





## 2.2 Objectives

- (1) Clearly identify pull factors and potential employment sectors as a result of growth sector development and changes in the regional/local economy.
- (2) Identify and articulate skills gaps to inform employability and training programmes to enable local people to access employment opportunities and understand challenges to particular groups presented by welfare reform measures (such as care leavers, lone parents, intergenerational workless families, recovering substance users, people with mental health problems etc.) **(Reference recommendation 12 to the report)**
- (3) Evaluate the impact that Council spend & activity has on reducing the level of unemployment/NEET, and the creation of apprenticeship opportunities in the context of the overall strategy for regeneration.
- (4) Explore the effectiveness of internal communication/strategic integration between Council services/activities e.g. Sefton at Work, Step Clever, Education Business Partnership and external stakeholders.  
**(Reference recommendation 15 to the report)**
- (5) Enhance the available Labour Market Information to provide robust Labour Market Information to support the Borough's Strategy to reduce unemployment in Sefton and broker/provide training opportunities or community learning programmes to ensure best fit with employment opportunities. **(Reference recommendation 12 to the report)**
- (6) Facilitate the development of a Sefton Employment/Apprenticeship Compact e.g. Collaboration with Peel Ports and other local employers.  
**(Reference recommendations 12 and 13 to the report)**
- (7) Make recommendations to improve governance and internal structures related to the delivery of services to support the economic well being of younger people, workless adults and groups at specific risk of ongoing economic disadvantage in the Sefton. **(Reference recommendations 8, 9 and 10 to the report)**

## 3.0 METHODS OF ENQUIRY

- Background reading
- Presentations
- Site visits – Tour of some key employment sites.



## 4.0 RESEARCH AND BACKGROUND INFORMATION

### 4.1 Demographics – 2010 Census

- 4.1.1 The population of Sefton is 272,900
- 130,250 are males and 142,650 are females
  - Sefton's 65+ is 56,352 which is increasing
  - 62% (169,200) of the population are aged 16-64 of which 131,200 are economically active, 45,200 (27%) are qualified to NVQ level 4.
  - April 2012 8,848 (5.2%) were claiming Job Seekers Allowance (this has risen each April since 2006)
  - Sefton's 0-15 years population is 47,340
- 4.1.2 The population has declined by 7% since 1992, while the UK population grew by 7% during the same time period. However, due to a number of demographic trends, including an ageing population and smaller household sizes, the number of households in the Borough (and therefore the number of homes required) is likely to continue to increase.
- 4.1.3 The average life expectancy for Sefton males is 77 years and for females it is 82 years (this is below the England average of 78.6 years for males and 82.6 years for females).

### 4.2 Deprivation & Attachment

- 4.2.1 Deep pockets of deprivation exist in parts of South Sefton and Central Southport (Indices of Multiple Deprivation 2010). Around 28,600 families are in poverty and about half have one or more adults in paid work. 11,550 children in Sefton (or 20% of all children), live in households in poverty.
- 4.2.2 The level of child poverty has risen from 21% to 21.8% in 2010 and Sefton's figure is worse than the England average 21.3%.
- 4.2.3 More children in Sefton (16%) receive free school meals than the England average (14%).
- 4.2.4 Sefton has identified 650 "troubled families".
- 4.2.5 The children achieving a good level of development at age 5 in Sefton is 59% (1,720) which is the same as the England average in 2011.
- 4.2.6 The number of older people receiving pension credits has increased from 16,740 in August 2009 to 16,840 in 2010.
- 4.2.7 81% of Sefton residents are satisfied with their local area as a place to live and 48.4% of people feel that they can influence decisions in their area.



### 4.3 Educational Attainment

- 4.3.1 80% of Sefton's pupils achieved level 4 or above in both English and Maths at Key Stage 2. This was higher than the England average of 74.66% and also placed Sefton in the best 10% of all Local Education Authority areas.
- 4.3.2 59.5% of Sefton's pupils achieved 5 or more A\* to C grades at GCSE or equivalent including English and Maths. This has risen from 55.8% in 2009/10 (an increase of 6.63%). Sefton's performance is higher than the all-England average of 58.1%.
- 4.3.3 The number of people of working age qualified to level 4 or higher in Sefton is 30%, which is below the England average of 33.1% proportion of the working age population.

### 4.4 Town Centres

- 4.4.1 Southport is the primary shopping destination for the north of Sefton and is also an important seaside resort destination which provides key leisure facilities for visitors and tourists. The site visit data from July 2011 identified that there was a total of 760 ground floor retail units within Southport town centre, comprising a total floor space of 159,420 sq. m. In terms of vacancy rates, both the proportion of units and amount of vacant floor space in the town centre is above the national average figures, though it should be noted that there has been a reduction in the level of vacancies between February 2010 and July 2011.
- 4.4.2 Bootle is identified as the second largest shopping centre in Sefton and the key retail and service sector destination in the south of the Borough. The site visit data (July 2011) identified that there was a total of 210 ground floor units, comprising a total floor space of 44,050 sq. m. within Bootle. The site visit (July 2011) identified that there has been an increase in the number of vacant units and amount of vacant floor space from April 2009, with the level of vacancies above the national average.

### 4.5 Business Structure

- 4.5.1 In 2010 there were 7,430 active businesses in Sefton, which shows a decline in the number of active businesses since 2009 (7,780). Sefton's figure is below the English average.
- 4.5.2 There are approximately 7,780 active enterprises in Sefton: 20% of the total for the Liverpool City Region. Sefton has a "small firm" economy with 89% employing less than 10 employees. There is a small but dynamic corporate sector, with less than 50 firms in Sefton employing more than 200 employees.



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

#### 4.6 Industrial Structure

- 4.6.1 Sefton has a predominantly service sector economy, with 89% of employment in producer and consumer services, and 6% in manufacturing.
- 4.6.2 Banking, finance and insurance, distribution, hotels and restaurants account for the largest number of business units in Sefton, whilst public administration, education and health sector hold the greatest share of employment. Some 39% of employment is within the public sector, which compares with just 27% for the UK.
- 4.6.3 Sefton has a relatively high share of jobs in lower productivity (and therefore lower paid) sectors such as public administration, defence, health, distribution, hotels and restaurants; and the productivity of workers in each of these sectors is also slightly below their national counterparts.
- 4.6.4 The marine economy includes both the traditional marine industries such as warehousing, freight forwarding, transport and container handling; and modern investment in energy. Merseyside already supports offshore wind farms at Burbo Bank and North Wales and is bidding for onshore support to Round 3 wind farms in the Irish Sea. Peel has developed onshore wind projects in partnership with Eon and two biomass projects are planning for the Port estate with raw materials shipped into quayside generation facilities. Plans for a tidal barrage across Mersey are temporarily stalled but may yet be re-activated.

#### 4.7 Land Resource

- 4.7.1 Sefton has unique river assets, which can be taken for granted, but confer a locational advantage on the Borough.



- 4.7.2 There is not one “Sefton economy”. Travel-to-work, travel-to-shop and housing market areas all confirm the distinction between a relatively highly self-contained north Sefton market and a relatively open south Sefton/Liverpool market. Mid-Sefton has a minor economic base of its own, but is an attractive residential location and exports its working-age population north and south.
- 4.7.3 The diversity of the Borough – geographic, economic and demographic - is one of its greatest strengths. Diversity is a natural defence against external shocks and promotes resilience.
- 4.7.4 38% of Sefton’s land has been identified as previously developed land which is now unused or available for redevelopment but is currently vacant or derelict. This is below the England average figure for re-development land.

#### 4.8 Housing and Availability

There have been 220 affordable homes provided in 2010/11 in the borough, which is above the England average of 19.1. Sefton Council has provided 40 of these homes. On 3<sup>rd</sup> October 2011, Sefton had 5,476 vacant and void properties.

#### 4.9 Transport and Access

82% of people of economically active age have access within a reasonable time to more than 500 jobs by public transport, cycling and/or walking. Sefton’s figure is slightly higher than the England average of 81%.

#### 4.10 The Working Age Population

- 4.10.1 62% (169,200) of Sefton’s population are economically active people aged 16-64, 69% (118,100) of these are employed and 7% (12,200) are unemployed.
- 4.10.2 Sefton’s job density figures for 2010 is 0.59 per 100,000. This shows a reduction from 2009 in the ratio of total jobs to population aged 16-64. Sefton’s figure is below the Great Britain average which also saw a reduction.
- 4.10.3 The level of working population (16-64) claiming jobseekers’ allowance has risen to 5.2% (8,848) in April 2012, a fall of 232 on the previous month. The claimant count is currently 6.0% higher than it was 12 months ago (when it was 4.9% (8,342)) and Sefton’s figure is above the Great Britain average of 4%. In the last quarter (January 2012 to April 2012) the number of people claiming job-seekers’ allowance dropped. 30% of all Job Seekers’ Allowance claimants are aged between 18-24.



- 4.10.4 In January 2012, 7.9% of 16-18 year olds were not in education, employment or training (NEET).
- 4.10.5 For the critical age group 20-34 years, Sefton's population decline was 29% compared to 18% in the Liverpool City Region. Evidence is circumstantial, but consultees have suggested that this is related to students not returning after graduation, in turn linked to a lack of suitable job opportunities/earning potential and housing affordability, at least in some parts of the Borough.
- 4.10.6 36,300 residents of working age are inactive as a consequence of long-term illness, studying, family or other reasons. In addition there are 12,200 who are out of work and seeking work.

#### 4.11 Employment in Sefton

- 4.11.1 There were 90,900 people employed at a workplace in Sefton (2011). The health sector currently has the largest proportion of jobs in Sefton at 18.6% (17,000). Over 45% (7,700) of health sector employment is based in the north of the borough.
- 4.11.2 The retail sector accounts for 13.7% (12,500) of jobs in Sefton and again the largest proportion of jobs is in the north of the borough.
- 4.11.3 Employment in public administration accounts for 12.1% (11,000) of the employment in Sefton. 73% (8,000) of all public administration jobs in Sefton are in the south of the borough, where it accounts for 37.5% of the south Sefton total employment.
- 4.11.4 The largest number of job losses in 2011 was in Accommodation and Food Services. However, due to the temporary nature of many of the jobs in this sector, it is difficult to monitor changes across the industry.
- 4.11.5 The next highest number of job losses in Sefton in 2011 was in public administration and defence, with an overall loss of approximately 1,000 jobs.
- 4.11.6 The arts, entertainment and other services sector has also been hit hard, with a loss of approximately 900 jobs.
- 4.11.7 Public sector employment is continuing to fall. In the last year we have seen a 2% reduction in the number of public sector jobs (Business Register and Employment Survey). It is likely that the biggest contraction of jobs is in public administration.
- 4.11.8 Central Government predicted that private sector job creation would off-set job losses in the public sector, but to date this has not occurred in Sefton. The current rationalisation of public sector accommodation by Government Departments has seen public sector staff being relocated to Bootle's Office Quarter, which may explain why the number of public sector jobs in Sefton remains buoyant.



4.11.9 Sefton's employment rate, at 6.4%, is moving closer to that for the UK (70.4%), and is more than 4.5% higher than the rate for the Liverpool City Region.

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

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

## 4.12 Unemployment in Sefton

4.12.1 The recession brought about a sharp increase in the number of Job Seekers' Allowance benefit claimants. Latest Job Seekers' Allowance claimant figures for January 2012 show an increase of 3,722 on the 2007 total of 5,261, an increase of almost 72%. This is mainly due to an increase in redundancies and layoffs from businesses, but is also due to welfare reform. The number of claimants on inactive benefits (Incapacity Benefit/Employment Support Allowance). Sheffield Hallam University has forecast that this trend will add another 3,000 claimants to the unemployment count over the next three years. The most recent data, May 2011, informs us that the current rate of worklessness is 15.9%, with 26,820 people claiming out of work benefits. The number has increased by 8.3% since 2007.

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

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

4.12.4 Sefton has the second highest claimant/vacancy ratio (14.4 claimants for every Job Centre Plus vacancy) of any of the Liverpool City Region districts.

4.12.5 Overall unemployment in Sefton is currently 8.3%, and has fallen over the last two recorded quarters. It is now 1.7% lower than the rate for the Liverpool City Region (10.0%) and is just slightly higher than the rate for the UK (8.1%).





- 4.12.6 Worklessness rates in Sefton have risen by approximately 2% since the economic downturn began in 2008. Rates reached a peak of 16.4% in mid 2009/10 and currently stand at 16.2%. Sefton's rate is almost 3% below the rate for the Liverpool City Region, but is more than 3% higher than the rate for Great Britain.
- 4.12.7 Job Seeker's Allowance claimant rates in Sefton have shown signs of recovery and are currently lower than the rate for the Liverpool City Region, but they remain higher than the national figures. The rate for Sefton is currently 4.9%, almost half a percent lower than for the City region, but still 1.2% higher than for the UK as a whole.
- 4.12.8 New claimants of Job Seekers Allowance tend to have more success accessing employment. Long term unemployment is a particular problem in Sefton and continues to rise, particularly amongst the younger cohort. Sefton's overall long term unemployment is currently 31.2% in comparison with the City region which is 30 % and the UK 28%.
- 4.12.9 Long term youth unemployment continues to grow across Sefton, where 20% of young claimants have been claiming Job Seekers' Allowance for more than 12 months.
- 4.12.10 The youth claimant rate, at 10.4%, is now slightly higher than that for the Liverpool City Region and over 3% higher than the rate for the UK.
- 4.12.11 The number of young claimants has risen steadily since the economic downturn began. Latest figures indicate that 11% of all 18-24 year olds living in Sefton are claiming Job Seekers' Allowance.
- 4.12.12 The NEET (Not in Education, Employment or Training) figure for Sefton has fallen and was recorded as 6.6% in December 2012.

## **5.0 KEY WITNESSES – SWOT ANALYSIS AND SUMMARY OF STATEMENTS**

- 5.0.1 Members of the Working Group gathered evidence through various methods, including presentations and briefings and receiving reports. Evidence was also given when Members had the opportunity to interview key witnesses, various Officers and Partners.
- 5.0.2 As part of their brief, key witnesses were asked to submit a SWOT analysis of their service.
- 5.0.3 The following points are a summary of the discussions held with key witnesses who had been invited to attend Working Group meetings:-





## 5.1 **Eddie Sloan - Senior Officer for 14-19 Strategy and Management**

### SWOT Analysis – Education, Employment and Training in Sefton

#### Strengths

- Relatively high educational standards and achievement
- Sufficient accessible provision for all young people who require it
- Good access and choice for A level provision
- Good variety and quality of Vocational Provision
- Good Apprenticeship record
- Very good strategic and partnership work
- Good spread of FE provision north and south of the borough
- Consistently lowest NEET rates in Greater Merseyside
- Good connexions and Education Business Partnership Support
- Good support from Council
- Localised knowledge and relationships
- Good progression into HE
- Place assets such as the port, the pinewoods, education establishments

#### Weaknesses

- Limited resources and capacity within the Council to serve the agenda (not unique to Sefton)
- Too many vulnerable groups over represented in the NEET category and the at risk of NEET category
- Still need to develop stronger links between Economic Regeneration and the Skills Growth Agenda
- Schools still too distant from the Vocational agenda

#### Opportunities

- Develop a strategic Employment and Skills agenda that is more coherent
- Use the educational estate (very good schools and colleges) to stimulate regeneration and employment
- Council can influence and support the provision of future employment
- Capitalise on local employment prospects linked to Liverpool City Region Developments
- Focus on young people and families to penetrate the disadvantage “gap”.

It was highlighted that a joint review was underway by nominated Members from the Overview and Scrutiny Committee (Children's Services) and the Overview and Scrutiny Committee (Regeneration and Environmental Services) investigating NEET (Not in Education, Employment or Training).

As there had been a specific investigation examining NEET the Employment Development and Development of Local Town Centres and Economies Working Group agreed that the NEET Working Group would link into this review. The NEET Working Group has completed the review and the full report may be viewed at:-

<http://modgov.sefton.gov.uk/moderngov/ecSDDisplay.aspx?NAME=SD1453&ID=1453&RPID=7391582&sch=doc&cat=13388&path=13383%2c13388>

**(Reference Recommendations 7 to the report).**



## 5.2 Mike Hanrahan – Troubled Families Co-ordinator – Sefton MBC

Summary of Statement – Multi-agency work and early intervention with those furthest from the labour market.

The following points were raised:-

- Troubled Families is a National issue, with 120,000 families in England that fall within that category.
- *Out of that 120,000 in England – 650 are in Sefton.*
- The following are some of the reasons why a family may fall under the “Troubled Families” category or be identified as a “Troubled Family”:-
  - Dysfunction in the family;
  - Alcohol and Drugs misuse;
  - Unauthorised absence from school, Young Carers, Pupil Referral Unit;
  - Worklessness, Jobseekers, Incapacity Benefit (culture of dependency);
  - Crime and Disorder – Known to the Police.
- Sefton has made good progress since July 2012 with a Multi-Agency Steering Group established and an Operational Group established with over 25 different organisations involved.
- That Sefton has moved away from the banner “Troubled Family” to a name “Family Comes First”.
- That Sefton Council spends in excess of £150,000 per year on Social Care costs associated with children. The Troubled Families Team are looking at ways to engage with those families who are at risk of their children being taken into care, but safeguarding of children is always the priority This is both positive for the Family and Local Authority.
- That the Troubled Families Team ascertains and understands the issues that drives a family and looks at ways those families can be empowered.
- That Sefton@Work currently has a programme contributing towards the integrated strategy completing unemployment which means that Sefton@Work receive a £1,600 payment if they can get a troubled family back to a consistent pattern of contracted work over a period of time.
- The Policy is payment by results.
- Sefton@Work works with families to understand how individuals fit into the dynamics of the family and DWP Contract is a big challenge.
- Many changes afoot, including Welfare Reform and Universal Credit, all happening at a rapid rate.
- Important for all partners to work together, particularly in relation to the sharing of data relating to persons on benefit, health indicators etc. in order that agencies can be better informed on the dynamics of a family.
- Very difficult task getting the unemployed back into work – have to work with a lot of disciplines.
- It was stated that a number of individuals who live in a property who share one meal a day is the definition of a family.
- Universal Job Search/Match – April 2013 claimants will be required to go on line to claim for benefits - the claimant will be required to register on site so that the DWP know what they have and have not applied for. Sefton@Work is working hard with Community Groups to provide access to those individuals who need it. Approximately 1 in 5 individuals do not have access to IT.

**(Reference Recommendation 11 to the report).**



## 5.3 Carol Cain and Emma Batchelor – Job Centre Plus

### Strengths

- Reduction in Job Seekers' Allowance claimant rate
- Active marketing of employers
- Flexible approach to meet claimant need
- Tailored package of support
- Get Britain Working measures demonstrating success
- More support for those in drug treatment

### Weaknesses

- Lack of large scale recruitment in Sefton
- Need joined up approach to maximise inward investment, Port opportunities etc.
- Skills/access for digitalisation

### Opportunities

- New jobs for Merseyside, many situated in or near Sefton
- Development of new Sefton Employment & Skills Group for joint approach
- Access to Regional Growth Fund
- Need to influence LEP

### Threats

- Impact of welfare reform measures
- Changing culture of worklessness
- Lack of timeline for preparation of new jobs
- Identification of new skills – not known at present

### **Summary of Statement**

- Unemployment is falling.
- Most individuals do move off benefits quickly.
- There is now a greater focus on diagnosing customers' individual needs and providing them with an appropriate level of support.
- To achieve this, our Advisers have been granted more responsibility and our managers given greater freedoms and flexibilities.
- Jobcentre Plus has a dedicated skills team to help people get better at looking for work and ultimately move them off benefits into sustainable employment.
- For those who do not need the help of Jobcentre Plus, then other tools such as Jobcentre Plus digital services are available for individuals to access and put to good use.
- Get Britain Working measures:-
  - *Work Clubs*
  - *Sector Based Work Academies*
  - *Pre-employment Training*
- Youth Contract
- Digital Services:-
  - *JSA online*
  - *Universal Jobmatch*
  - *Preparation for Universal Credit*

**(Reference Recommendations 9 and 10 to the report).**

## 5.4 **Peter McEvoy – Asset Training**

### SWOT Analysis

#### Strengths

- Strong Provider Network (includes Hugh Baird and Southport Colleges).
- Easy accessible provision for all Apprenticeships from high quality, high achieving providers covering 16-24 year olds and 25+.
- One offer from Sefton apprenticeship providers (as a group) for all the new jobs coming into the borough.
- Easy accessible provision for all unemployed from 16 to any age including Pre-Apprenticeships programme and Foundation Learning for 16-19 year olds.
- Good collaborative working between all providers.
- Developing initiatives for the Super Port provision and the other three transitional areas.
- Working strategically with Local Authority.

#### Weaknesses

- Lack of information from Local Authority with regards to skills required for inward investors future employees.
- Lack of consistent referrals from Connexions for Pre-Apprenticeship and Foundation Learning programmes.
- Inconsistent awareness by school staff of all post-16 options.
- No central point where young 16-18 people can access quality, impartial advice on options.
- Lack of understanding by some teachers and referral staff about what an Apprenticeship is.
- Limited resources in the Authority 16-19 Team.
- Growing NEET figure for 17/18 year olds.
- Schools in general reluctant to work with providers.

#### Opportunities

- Working strategically with Local Authority to form employment and skills group.
- Super Port and Liverpool City Region Developments. Providers working together to address future skills required for the unemployed and apprenticeship opportunities.
- Closer liaison with elected Members and officers.
- Develop relationships with schools in line with raising the participation age and encouraging them to employ apprentices.
- Raise the awareness of teachers, parents and young people of the benefits and career path of apprenticeships.
- Develop provision for NEET in community outreach sites (if they won't come to us we should go to them).
- Liverpool City Region (seems to influence and able to draw down extra funding).
- Encourage Sefton companies (including the Council) to look at succession planning for the future skill needs.
- Publicity for Apprenticeships through LCR Apprenticeship Awards.
- National Apprenticeship Service and Liverpool City Region grants.



## Threats

- Funding from government.
- Companies reluctant to pay for training.
- Publicity surrounding new employment opportunities must materialise otherwise it will further demotivate the unemployed.  
Are the figures correct? Will it be for local labour? If we do not know we should not publicise.
- Information flow must be rapid and responsive.
- Provision from outside the Borough moving in.
- Liverpool City Region localising to Liverpool.



## 5.5 **Paul Ashcroft - Skills Funding Agency**

### Key points:-

#### Strengths

- National Apprenticeship Service
- Apprenticeship Vacancy System – Colleges and other Further Education establishments post apprenticeship vacancies, making the provision more accessible – students are then able to apply on line.
- Age Grant – Employers are able to apply for up to ten Age Grants per Year (Age 16 to 24) aims to support businesses to grow by providing incentives to assist in offering young people employment through the Apprenticeship programme. The Grant of £1,500 is in addition to the training costs of the Apprenticeship framework which are met in full for young people agreed 16-18 and 50% for those aged 19 to 24.
- Number of no qualifications 3% lower than Liverpool City Region and same as the national figure. Level 4 and above 1% above City Region but 4% lower than UK. 2 Grade 2 colleges, diversity of provision, achievement rates, community learning, people, links to Job Centre Plus.

#### Weaknesses

- 16-18 performance
- lower enrolments for 16-18 learners in FE
- College estate
- NEET's has increased
- Reduced capacity of Connexions service
- Quality of 16-18 Apprenticeship applications is poor
- Information is not easily accessible – statistics etc. not in one place or easily accessed
- Funding is driving behaviour
- Confusing plethora of products
- 2 Government Departments
- Bureaucracy
- Delivery outside of area and non-Sefton Providers delivering.

#### Opportunities

- Employer Ownership Pilot – putting money in the hand of providers
- Traineeships (14-16 year olds) would like to see a similar provision for the 25+ age group
- Studio schools – aimed at 14-16 year olds who will benefit from a different offer – will have strong employer links and provide a pathway into Further Education
- Access to Higher Education
- Flexibilities
- Heseltine Review
- City Asks - City Deal
- Skills for Growth - Need to look at sectors such as Maritime and the Port, Southport, Natural Coast and the Visitor Economy - Sefton is best placed strategically for this element of the City Region
- European Social Fund
- Loans
- Partnership working
- National Citizen Service
- Raising the Participation Age
- Higher Level Applicants

- Hugh Baird College - New Build
- Community Learning Trusts
- Sector Based Work Academies
- Gateway

### Threats

- Funding reduction by 20-30%
- Competition not integration
- Heseltine Review
- Constant change – confuses employers and learners
- Unequal playing field
- Perception of vocational learning versus academic learning
- Continuing recession
- Confused employers
- Ofsted
- Administration
- Increasing sub contractors
- Sustainable jobs
- Bullied' employers!

**(Reference Recommendations 7, 8 and 12 to the report)**





## 5.6 Invest Sefton

### Maximising job opportunities

- **Investment agreements(Grant conditions) Stepclever** grant applicants must create jobs or new businesses (in certain cases job safeguarding projects assisted) (*44 grant applications since January 2013, prior to this 397 jobs created in Derby/Linacre wards and 183 new business start ups*)
- **Invest Sefton/Sefton@Work ‘buddying’**- unique offer to employers combining 1:1 business diagnostic, advice & guidance with employment/recruitment support (*116 business assisted of which 50 have had intensive 1:1 support of up to 12 hours*)
- **Specialist Access to Finance support**- banks, Government loans, Merseyside Special Investment Fund (£2.8m invested in Sefton businesses since 2002)
- **Regional Growth Fund** must create new private sector jobs in areas dependent on public sector employment:
  - *Crown Speciality Packaging - 20 jobs created, 115 safeguarded*
  - *Liverpool Echo Business grants, 3 Sefton awards creating potential 32 jobs initially rising to 60 over 3 years*
- **Liverpool City Region Business Grant Programme**- Emerging Regional Growth Fund initiative supporting projects with £50k minimum grant awards
- **Self employment options**-Business start up support through **Stepclever, Big Enterprise in Communities** (Social Enterprise North West) (684 referrals up to December 2012-9 new business starts)
- **New Entrepreneurs Allowance** and a mix of third part support e.g. South Sefton Development Trust , The Women’s Organisation (94 business starts assisted up to Dec 2012)
- **Pre-Pre start up support through Sefton@Work Working For Yourself project** (472 people supported on self employment options of which 67 were new business starts)
- **Development agreements**- Section 106 agreements, conditions placed on planning permissions and voluntary Construction Agreements for trainees, employees and access to end-user employment. *E.g. Bovis Lendlease agreement for the Atkinson*
- **Employment Agreements** – Agreements with employers to target job opportunities at people disadvantaged in the labour market



## Inward Investment support

- Dedicated support to companies contemplating relocation/expansion in Sefton  
*-Vault, Atlantic Park, Southport Business Park*  
*-'Buddying' between Invest Sefton & Sefton@Work*
- Feeding UK Trade & Investment - identifying investment and job opportunities

## SWOT ANALYSIS

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Diverse range &amp; type of businesses/sectors</li> <li>• Access to Port</li> <li>• Demand led business support</li> <li>• Partnership working</li> <li>• Business Start up survival rates remain relatively strong</li> <li>• Number of business closures continues to fall</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Sefton Growth Sectors</li> <li>• Strategic investment &amp; employment sites</li> <li>• Improving employment charters</li> <li>• Export potential</li> <li>• Funding opportunities e.g. Regional Growth Fund, Community Chest Fund</li> <li>• Post 2014 European Funding</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Low business density</li> <li>• Business investment confidence</li> <li>• Bank borrowing to Small and Medium Enterprises</li> <li>• Low export</li> <li>• Access to finance</li> <li>• Low skills base/High levels of worklessness (16%)</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Funding reduction</li> <li>• Vulnerability to further recession</li> <li>• Lack of business support</li> <li>• Government response to Heseltine review</li> <li>• Sustaining business &amp; jobs</li> <li>• Lack of commitment to local labour</li> </ul>



## Construction

BuildSefton have worked with Lend Lease over of the contract to refurbish the Southport Cultural Centre. A Sustainable Charter was agreed with Lend Lease with key performance indicators to measure success. Regular meetings were held to monitor progress and Lend Lease participated in Build Sefton Construction Forums, Meet the Buyers and introduced both Build Sefton and Sefton@Work to their supply chain.

Local companies have been given opportunities to tender:

- 32% of contracts were awarded to Sefton companies
- 21% of contracts were awarded to Merseyside companies

All companies who have won contracts with Lend Lease have been given other opportunities with other Lend Lease projects across the region

Meetings held with Wild Goose Construction who are building the new Marsden's pub in Southport. Work packages to price in scaffolding, joinery, roofing, plastering. Decorating, wall tiling, carpets & vinyl have just been sent to Build Sefton registered companies.

Meetings have also taken place with Denizen Contracts who are building the new Travelodge in Southport. Denizen are new to working with Sefton and unfortunately a lot of the supply chain are being brought in with them but we have put out packages to price for ductwork, insulation and plumbers.

**(Reference Recommendation 2 to the report)**



## 5.7 Yana Williams - Hugh Baird College

The landscape has changed so we need to change

Overview:-

- Approx 5,000 learners, 64% Full time, 51% 16-18 and 4% 14-16
- 86% come from South Sefton & North Liverpool Schools
- Many of these schools under achieve (5 Good GCSE passes including Maths & English)
- 47% live in Sefton and 38% live in North Liverpool

Local Challenges:-

- The College neighbourhood is within the top 1.1% of deprivation in the country
- In relation to employment, it is the 26<sup>th</sup> most deprived neighbourhood
- 56% of local people receive benefits
- Bootle has the lowest life expectancy of residents in all 1,446 postal towns in the UK
- Socio-economic Indicator (SEPI) published by Ofsted shows the College learners are classified as 4<sup>th</sup> most deprived out of 230 providers
- Locally only 35% of adults have a qualification higher than a Level 1
- Dec 2012 (Bootle)
  - 11.2% Male & 5% Female claim unemployment benefits
  - Average of 7.9% against UK average of 7.7%
  - Highest In the North West

Higher than average NEET at 16/17

Changing Landscape: Opportunities and Challenges

Colleges then	Colleges now
<ul style="list-style-type: none"> <li>• 16-18</li> <li>• 19+</li> <li>• Apprenticeships</li> <li>• 14-16</li> </ul>	<ul style="list-style-type: none"> <li>• 14-18</li> <li>• Apprenticeships</li> <li>• Access</li> <li>• HE</li> <li>• Business set up</li> <li>• Studio Schools</li> <li>• University Technical Colleges</li> <li>• International</li> <li>• FE Loans</li> <li>• Payment by Results</li> <li>• Academies</li> <li>• Free Schools</li> <li>• Employer Payments</li> </ul>

So what are Hugh Baird College doing...?

- Strategic planning
  - Estate Developments
  - Business Developments
  - Community Developments
  - Educational Developments
  - International Developments
- Outstanding  
Quality



### Strategic Planning: 8 Key Aims:-

1. Deliver outstanding quality across all aspects of the curriculum and College services.
2. Provide provision which meets local and national priorities and the community as a whole.
3. Work collaboratively to provide services which are effective and efficient.
4. Maintain Grade A financial status through growth of current and new income streams.
5. Demonstrate strong relationships with stakeholders
6. Deliver outstanding teaching and learning.
7. Invest in the College estate to provide aspirational and relevant learning environments.
8. Create an Education and Enterprise Zone.

### Core Business:

- 14-18
- Apprenticeship & Business Quality
- Community
- HE / Access

### Developments

- Studio School
- Enterprise Centres
- Employer & Community Links
- International

### Estate Developments:-

- Building
- ERG 3
- CIS (Capital Investment Strategy)
- South Park

### Business Developments:-

- Member of the Local Enterprise Partnership
- Mersey Maritime
- Development of apprentice run shops, cafe & restaurant (enterprise units)
- App Shop
- EU Advisory Partnership Group (LEP)
- Increase apprenticeships



#### Community Developments:-

- **Personal Community Development Funding (PCDL)** is used to engage hard to reach and disadvantaged groups within our communities. It is designed to offer first steps into education. Examples of such provision are Floristry, Construction, Horticulture, Digital Photography and Beginners' Computers.
- Skills for Life and Literacy and Numeracy Courses are delivered in the workplace and community venues. The College aims to provide the skills and meet the needs of a range of diverse groups.
- *Community venues include:*
- **Community/Neighbourhood Centres** – Queens Road Neighbourhood Centre, Bootle YMCA, May Logan Health Centre, Linacre Mission, SING+.
- **Children's Centres** – Christ Church Children's Centre, Bootle, Waterloo Children's Centre, Our Lady of Walsingham Primary School, St Benedict's Primary School.
- **Employers' Premises** – HRMC, United Biscuits.
- **Community Learning Trust** – this is composed of local Community Managers and its purpose is to enable an effective communication link between the College (as provider) and the community. This allows for us to deliver bespoke training packages to meet individual needs.
- **Community Task Force** – composed of Level 3 students from across the college to work voluntarily in the community where a need has been identified – for example general refurbishment of community buildings (YMCA, Crosby Plaza Cinema) and working in a local primary school constructing a year 6 student's garden design.
- **Programmes for the unemployed** – Customised courses for employment in the security industry were delivered to over 400 job-seeker claimants. They all gained a level 2 qualification and many went on to gain employment in the security industry such as retail and spectator events.
- **Sector Based Work Academy** – this is a partnership between Job Centre Plus, an employer and the College. The College designs a sector-specific pre-employability training course, the Job Centre Plus identifies suitable claimants and the employer agrees to interview all successful students. Our latest academy for the Care Sector had 13 learners on the programme. All 13, after a successful interview, were offered employment.
- **Thornton College** – this is a partnership between Sefton LEA and the college providing specialist education to students aged 16 – 25 who cannot access mainstream provision owing to their specific support needs and would otherwise be enrolled outside of the borough. Opened in September 2011, it now has 29 students in two year groups, with a third year of 14 students expected in September 2013.
- The College also provides education and support for some groups who are particularly disadvantaged and vulnerable and for whom accessing college is not an option for a range of reasons both economic and social. For example: communication support to students who are deaf, vulnerable single parents, victims of domestic abuse and those on a very low income.

#### Educational Developments:-

- Studio School
- Higher Education (11 Qualifications / 3 Year Degrees)
- Curriculum to meet Employer Demands
- Access to HE
- International – Maths & English
- NEET – Foundation learning / Department for Works and Pensions

#### Quality Developments:-

- Already in top 75% / 90% nationally
- Aim to have all provision in top 90% by September 2013
- Develop success and progression:
  - 14 - any age
  - Level 1 to Level 6



- Academic / Vocational
- Full-time / Apprenticeship

#### International Developments:-

- Meeting the needs of international students – Maths & English
- Meeting the needs of international business – skills and linguistics
- Meeting the need of the international community to work with our local community
- The College aims to inspire and aspire its community. With a quality focus it aims to increase aspirations and the academic standards of its community with integrated employment skills. Success will be based on the increase on qualifications, employees and employers within the local community.

#### The following key points were made:-

- Hugh Baird College had embarked on an £8 million project that will see a brand new building added to its campus which is scheduled to open in December 2013.
- The aim is to maintain a campus approach with community areas such as a gym, cafe and library, putting the community at the heart of the Merseyside College, a genuine community based College.
- The new build has been carefully designed to allow the College to open up the new facilities to the community as well as apprentices, students and business partners.
- Library – working with Sefton to extend the library service beyond Hugh Baird College students and out to the local community, investigating a library card system.
- Looking at the Overview (approximately 5000 learners - many of the schools the leavers come from under-achieve) combined with the Local Challenges (The College neighbourhood is within the top 1.1% of deprivation in the Country for employment its the 26<sup>th</sup> most deprived neighbourhood, 56% of local people receive benefits etc.) Hugh Baird College's success rate is excellent.
- The five storey building will also be home to a "university centre" dedicated entirely to the College's rapidly expanding higher education provision, with degree programmes ranging from visual merchandising to business.
- There will also be open plan study areas for creative arts students and the College's professional training and employer engagement division, with the facility for local companies to host meetings and conferences for their clients.
- Other Community-led facilities could include a dedicated Jobcentre Plus Base, with those seeking employment able to access computers and expert advice.

**(Reference Recommendations 7 and 12 to the report).**



## 5.8 **Colin Geering - Liverpool City Region Employment and Skills Board**

Key Points:-

### **Background**

The Liverpool City Region covers the boroughs of Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral, and is one of the most well defined labour market geographies in the country. 90% of those working in the City Region live in the City Region. It is a labour market with some key challenges, the most fundamental of which is expressed by it having a jobs deficit of around 90,000 too few jobs.

At the same time our Local Enterprise Partnership has outlined the potential for businesses to create 100,000 new jobs over the next decade. Our shared challenge is therefore to get the employability and skills of our population correctly aligned to ensure that businesses are confident they can invest and not have to rely on importing labour from outside of the City Region, as this will do nothing to alleviate the scale of our overall jobs deficit.

The Local Enterprise Partnership has established a City Region Employment and Skills Board (ESB) that is leading this response and helping supply and demand to more quickly and effectively come together – Councillor Ian Maher sits on this Board on behalf of Sefton Council. The work of the Employment and Skills Board focuses on co-ordinating and building on the existing activity within each of our six boroughs.

### **Key Activities of the Employment and Skills Board**

The primary work of the Employment and Skills Board is currently focused on implementing the agreed City Region Deal with Government and co-ordinating the City Region's response to long-term strategic opportunities such as the European Social Fund investment from 2014-2020. Many of these initiatives should present positive opportunities for Sefton and add value to the work underway by the Sefton Employment and Skills Partnership Group. These include:

- **Implementing a Skills for Growth Bank** – This initiative has attracted up to £32 million of Government and Private Sector investment to give businesses the purchasing power of the skills funding. In return for helping residents into work and onto apprenticeships, businesses will receive direct access to grants. In addition the Skills Funding Agency has devolved £1,500 of grants for Local Councils to potentially match to create £3,000 Apprenticeship Incentives.
- **Testing a Payment by Results element of Adult Skills Funding** – This national pilot is looking to add in a job-outcome element to funding used to train unemployed individuals. This will increase the reward structure for providers that deliver the courses that best help jobless residents into work without threatening the viability of providers or their ability to work with the hardest to help.
- **Creating a Labour Market Information Service** - Helping training providers, colleges, schools and employment support agencies better understand what skills are needed in our economy. So far the Service has produced an Annual Skills for Growth Report as well as Skills for Growth Agreements on behalf of the Visitor Economy and SuperPort Sectors. These are already helping to reshape the skills courses available in our colleges and training providers.
- **Supporting a Youth Unemployment Task Force** – Businesses and young people have been working together to make far reaching recommendations to the City Region and Government around what actions are necessary to halve long-term youth unemployment within three years. Key to this is a substantial increase in the availability and intensity of work experience in all forms of post-14 learning.





- **Piloting Customer Choice in the Work Programme** – There are some customers with specialist needs that the Work Programme finds difficult to address. Part of the reason for the absence of specialist support is the random allocation of customers. The Employment and Skills Board is working with Government to devise a pilot programme that will place the choice of what services are accessed in the hands of some hard to help groups. This will provide a powerful incentive to organisations within the Work Programme to develop specialist capacity.
- **EU Funding 2014-2020** – The Employment and Skills Board is leading the co-ordination of establishing our priorities for an estimated £200m of European Social Fund investment in jobs and skills support for our residents. There is a forthcoming planning event to begin this task and Councillor Maher and Sefton Council Officers have all been invited to participate in this workshop.
- **Apprenticeship Hub** – The ESB has also established an Apprenticeship Hub to coordinate activity to meet our biggest Apprenticeship challenges. This includes creating 10,000 young Apprentices and increasing sector coverage and level.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Proven ability to attract additional investment</li> <li>• Credibility in Government after delivering most innovative City Region Deal</li> <li>• Support of City Region Cabinet &amp; Local Enterprise Partnerships (strong voice)</li> <li>• Clear understanding of economic drivers</li> <li>• Partnership of business, civic and service provider leaders</li> <li>• Record in delivery <ul style="list-style-type: none"> <li>- 10,000 Apprenticeships;</li> <li>- European Social Fund Over-Achievement</li> <li>- Future Jobs Fund</li> </ul> </li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Financial pressures in different Councils increase variation in response</li> <li>• Capacity to evolve from commissioning and delivery roles to strategic influencer</li> <li>• Ability to maximise impact of mainstream to better target local and additional investments</li> <li>• Aligning demand-pull and supply-push interventions</li> <li>• Balancing the different needs for 'local'</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Major regeneration projects</li> <li>• Skills for Growth Bank</li> <li>• Labour Market Information Service</li> <li>• More intelligent use of procurement</li> <li>• Direct-line to Government Departments</li> <li>• EU Funding 2014-2020</li> <li>• Heseltine Single Pot</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Job destruction versus job creation</li> <li>• Financial viability of local services</li> <li>• 90,000 Jobs Deficit</li> <li>• Common national policy challenges (e.g. Welfare Reform)</li> </ul>

## 5.9 **Mandy Biagetti – Service Manager, Planning Services, Sefton MBC** **Alan Young – Strategic Planning and Information Manager, Planning Services, Sefton MBC**

The economic underpinning of the Local Plan - Key Points:-

- In the absence of major funding initiatives, there is a need to set out a new approach to regeneration across the Borough. Some of the Borough's key opportunities are closest to those areas in greatest need of regeneration. The Port, for example, is right next to deprived communities in Seaforth and Bootle. The Local Plan will set out a policy approach which will seek to make the most of the ambition of the Port to expand, in order to bring benefits to nearby communities which are in need. The approach to regeneration will also reflect the Council's infrastructure and investment priorities, including town centres and strategic employment sites.
- The following sites are three potential medium to longer term employment sites, subject to the Council agreeing a Local Plan option which embraces green belt release:-
  - (1) Possible future business park at land to the East of Maghull (circa 25 hectares gross area)
  - (2) Possible future business park at land to the North of Formby Industrial Estate (circa 14 hectares gross area)
  - (3) Possible future employment site at Land to the East of Crowland Street, Southport (circa 13 hectares gross area)The potential sites above would be mixed use employment sites.
- Health and Wellbeing is a key challenge in Sefton, and the Local Plan will make a difference in some indirect ways. The proposal is to have a policy on food and drink to protect residential amenity, the local environment and the character of the area. In the context of the policy it is proposed to develop a supplementary planning document to set out the Council's approach to the location of hot food takeaways.
- The current policy approach only allows financial contributions for trees and improvements to parks and green spaces. A new approach is now possible through the Community Infrastructure Levy (CIL) which means that financial contributions can be legitimately charged for any infrastructure for which there is a need in the wider area but which is not necessarily related to the development itself. This could include improvements to schools, health facilities, recreational footpaths and cycle routes. However, Section 106 Agreement would still be used for affordable housing and for other on-site infrastructure. A viability study would have to be undertaken to establish the value of the land which would then determine at what level any CIL might be set. A percentage of the income would be available for local communities to spend on local priorities.
- The National Planning Policy Framework (NPPF) distinguishes between open space of public value and green infrastructure. This is likely to mean that a number of areas currently designated as greenspace (e.g. school sites and institutions in their grounds) will no longer have the urban greenspace designation. However, a new policy approach to institutions would allow for more development within institutional sites (e.g. Parkhaven Trust, Maghull) whilst providing for key green infrastructure benefits to be largely retained.



- The Coast Policy and the proposed policy approach acknowledges the scope for new development along the developed coast (specifically the Port, Southport Seafront and Crosby Marine Park) but emphasises the need to protect the natural value of the undeveloped coast because of its value for nature and for coastal protection.

Southport Seafront – Pleasureland and Princes Park: there are opportunities to help regenerate this area through a policy approach which would encourage new residential, recreational and tourism development.

Crosby Marine Park: a policy would encourage the provision of new or improved outdoor recreational and tourism facilities.

Land East of Maghull: this could well be a strategic site for new homes and a business park. A policy would set out under what conditions this site could be developed, including a requirement for new links to Junction 1 of the M58 and a new rail station.



## 5.10 Peter Cowley – Principal Lawyer, Sefton MBC – Brief: To look at Planning Policy and how it assists Employment, how employment assists through Procurement and Section 106 Conditions.

Key Points:-

### Planning

- Guidance for local Planning Authorities is contained in National Planning Policy Framework.
- The starting point for Planning Decisions is the Unitary Development Plan (UDP) and Development that accords with an up-to-date UDP should be approved.

### Sefton UDP - Chapter 5 - Economic Development and Tourism - Retention of Local Employment Opportunities

- Proposals for non-employment uses which involve the loss of land and/or buildings which are either currently used for or were last used for industrial, business, office or other employment uses, will only be permitted where it can be demonstrated that the proposal:
  - a) Would not result in the loss of employment or buildings of a type for which there are insufficient alternatives available locally, or
  - b) Would fully compensate for the permanent loss of the site for employment generating uses; or
  - c) Would replace an employment use that is seriously detrimental to local amenity and the local environment.
- Planning conditions or legal agreements will be used to ensure the above is achieved.

### National Planning Policy Framework

From 30 May 2013 - no need for the owner of offices to apply for permission to change the use from office to residential. Local Authorities will however be able to apply for exemption.

To qualify for the exemption, the Local Authority must demonstrate clearly that the introduction of the new permitted development rights will lead to the loss of a nationally significant area of economic activity or substantial adverse economic consequences at the Local Authority level which are not offset by the positive benefits the new rights would bring.

Sefton did produce a draft Supplementary Planning Document in September 2010 regarding Safeguarding Employment Land but this was put "on hold" pending the Government's consultation on relaxation of planning rules for change of use from commercial to residential. This will need to be addressed.

### Local Labour and Procurement

Since the Local government Act 2000, Local Authorities have had a clear legal basis for incorporating community benefits, including targeted recruitment and training, into public contracts by means of the well-being powers.

A Council may come under political pressure to be prescriptive in contract documents about the benefits which are required to the local economy. There is a fine distinction between what is and is not discriminatory; it is acceptable for procurement policy to have the effect of opening up the supply chain to local small and medium enterprises or maximising local employment. However, it is not appropriate to specifically target local firms, quantify an amount of local spend or restrict the source of recruits to local residents.



Examples of acceptable local labour provisions include:-

- Specifying that an agreed number of employment opportunities, training opportunities and/or work placements are provided by the contractor in connection with the project.
- Requiring any vacancies in connection with the project to be notified to agreed local agencies/resources. However, exclusive advertising through named sources is not permissible.
- Aiming provisions specifically at a target group, e.g. people who have been unemployed for over 6 months. However, the target group may not be limited by reference to locality.

Voluntary agreements with contractors to increase local economic benefits may be introduced at any time during procurement or following contract award. Voluntary agreements may give a contracting authority greater flexibility. However they do not have the back-up of contractual enforceability.

Sefton has entered into voluntary agreements which have proven to be beneficial.

### **Section 106/Conditions**

In their Core Strategies, some Councils, for example Sedgemoor, have adopted an “employment and skills” policy in order to help improve local employment and training opportunities for local residents.

Under this policy, for employment developments that propose 10 or more jobs in total, the Council will seek to enter into a local labour agreement with the developer that sets out:-

- An agreed 1% target for local labour;
- A training and recruitment plan, and
- Commitment to an agreed proportion of local procurement of services and supplies.

This can be done either as part of a Section 106 agreement or as a planning condition. There needs to be an adopted planning policy in place to be able to do that.

Also a Section 106 obligation can only be used where:-

- It is necessary to make the development acceptable in planning terms.
- It is directly related to the development.
- It is fairly and reasonably related in scale and kind to the development.

**(Reference Recommendation 5 to the report).**



## 5.11 John Fairclough – Cabinet Member for Transportation

### Key Points:-

- Town Centres is an area which requires a completely new approach. Town Centres are undergoing a radical change as they face a number of challenges, in particular from internet shopping. It is not realistic to plan retail centres to be the same in the future as they were in the past, even when the economy recovers. A more flexible approach to possible uses is vital, while retaining the essential retail function of key centres.
- 20 mph zones are underway giving life long experience in order that individuals may cycle or walk safely to work, school and town centres etc. The programme will be rolled out as and when funding allows.
- Transport is key; the road and rail networks need to be such that all dwellings, businesses town centres and schools are easily accessible.
- The Thornton to Switch Island Link Road is now well on the way to the construction phase starting. No homes need to be demolished to build the bypass and the Council already owns much of the land along the proposed route. The new link road will relieve congestion and reduce traffic through the communities of Netherton and Thornton. It will also benefit the wider Sefton economy by improving access to the motorway network – particularly from Crosby, Formby and Southport. Great economic benefit that should create jobs.



## Key points:-

- Port – acknowledged that the growth of the Port is an essential part of the Sefton economy, as well as the wider economy. Proposed to create 5,000 jobs. This growth could only be supported with appropriate recognition of the possible impact on local communities. Review was undertaken and completed September 2012 (“The Port Master Plan Working Group”). This examined in more detail specific impacts of the Port Expansion and how they could be mitigated.
- The requirement to maximise employment opportunities for the Sefton Community by ensuring Sefton residents are skilled up for specific jobs, the requirement to forecast skills required for future employment opportunities. Sefton@Work along with Hugh Baird College are working with Peel Ports to secure Apprenticeships for school leavers of Sefton. (Recommendations 15 and 16).
- Port Expansion will require those small businesses west of Derby Road to decant their business to another area. This will need to be dealt with in a sensitive manner, ensuring that those small businesses do not suffer from the move.
- Southport is the economic driver for tourism – the Atkinson Museum and Art Gallery has undergone major refurbishment – and as well as serving the local community should attract visitors. Southport Market has also undergone some major development works which should also attract visitors from outside the Sefton Community.
- Bootle Town Centre – The Strand Shopping Centre has seen many businesses leave – many units have been left empty. This needs addressing.
- REECH (Renewables and Energy in Community Housing) Programme. A European Regional Development (ERDF) funded project aimed at improving energy efficiency in social rented housing. Managed by Sefton Council, REECH is working with registered Housing providers to provide a range of energy saving measures in over 2,000 homes within the Liverpool City region at a cost of £15 million. The project intends to increase demand for low carbon measures and has provided new business opportunities for local suppliers and contractors working in the low carbon sector. The project commenced in January 2011, and is scheduled for completion in June 2014. Project outputs include:
  - 12 different low-carbon energy efficiency measures.
  - 12,000 tonnes reduction in CO2 emissions over the lifetime of the project.
  - 230 jobs created.

### **Mark Knowles – Head of Low Carbon Economy, Liverpool City Region, Local Enterprise Partnership**

Low Carbon Economy on Merseyside and how the benefits are maximised for Sefton – key points:-

- A review has been conducted on the Low Carbon Plan that has been in place for two years. The review illustrated that 12,000 new jobs had been created in the City Region and that the following areas are the growth areas:-
  - Environmental – nuclear de-commissioning – take expertise
  - Off Shore Wind Farms:-
    - 25 efficient wind turbines at Burbo Bank, Liverpool Bay, River Mersey
    - 160 wind turbines at Gwynt-y-Mor – to provide port facilities for the turbines. This represents significant business opportunities for Welsh and UK businesses and individuals, throughout construction and its longer term operation. Investments of over £200 million into UK companies, providing significant opportunities to the offshore supply chain
    - A proposal for a 1,000-turbine windfarm from the energy company Centrica, off the Isle of Man has been talked about. This opportunity will create hundreds of new jobs. The proposal will open up supply chain and export opportunities in an expanding industry which is estimated to be valued at £18bn for the region and delivering 4,500 jobs. This proposal along with the Gwynt-y-Mor project could develop an invaluable resource for the region in terms of economic and employment benefits and represents hundreds of firms in the maritime industry, including training functions.
  - Transport – Low emission vehicles, fleets of electric vehicles and hydrogen vehicles.
- Potential of 7 Inward Investment Opportunities, looking for possible sites in the Liverpool City Region. Representatives from the Liverpool City Region are working with Gavin Quinn, Sefton MBC to look at possible sites that match the specification of the requirements of those businesses. The businesses examine land, logistics and labour. In terms of manufacturing, Sefton had the right sites available, but in terms of a new high tech business park, Sefton has some good sites but not as much choice as other areas. It was highlighted that work to match the specification could be done if time allowed. It was estimated that 5 of the 7 sites would create 100 jobs minimum per site.
- Businesses had diversified to maximise their potential of supply opportunities. For example, a business making marine lubricants had diversified, with help from Liverpool City Region. The businesses found that the components used to make the marine lubricant were not much different to those used for wind turbines. This particular business had diversified and had recently secured a contract worth £2 billion.

***(Reference Recommendation 12 to the report)***



**Lee Payne, Investment Programmes Manager,  
Housing Investment Team**

Housing-led regeneration - key points:-

- There has been significant housing regeneration programmes undertaken during the past decade with a respectable 500 units per annum of new build or regeneration of existing stock.
- The Housing Market Renewal (HMR) programme tackles failing housing markets in the South of the Borough.
- The initiative is tackling areas that suffer from abandonment and poor quality or unpopular housing stock, creating communities where people will want to live, work and invest.
- The two HMR Intervention Areas in the borough are the Bedford Road/Queens Road area and Klondyke/Canal Corridor areas of Bootle.
- There has been a legacy of contaminated land which has provided Officers with significant challenges.
- There has been a lack of choice in the south of the Borough, especially in Bootle, with a significant outflow of population. Evidence shows that families start in the south of the Borough and as the family develops and grows, aspirations may change so resulting in an outflow of population to the north of the Borough because the residential offer there better matches the aspiration.
- There has been economic benefit from the programme of works, creating local jobs with staff on those jobs accessing local services and spending money locally.
- The HMR programme has meant that residents have had to move to new accommodation and so have been paid a disturbance allowance. In some cases this has amounted to £3,400 per household which in effect amounts to approximately £3 million in goods and services procured from local businesses. The bulk of that money has been spent in Sefton.

## 6.0 KEY FINDINGS – WHAT IS BEING DONE TO REPLENISH THE BUSINESS POPULATION

- 6.0.1 Sefton has traditionally performed well at a Liverpool City Region level in terms of creating new business start ups and this has been reflected in local business support programmes. Over the past five years, Stepclever and the Working Neighbourhoods Fund generated over 670 new businesses.
- 6.0.2 The latest business births data shows Sefton and the Liverpool City Region creating 46 and 45 new start ups per 10,000 of the population respectively. This is significantly below the UK average. The same applies to Sefton's self employment rate which at 8% continues to outperform the Liverpool City Region but at national level the gap is showing no signs of improving. Therefore the creation and development of sustainable new businesses must remain a key priority in Sefton.
- 6.0.3 Business demography statistics are produced using data from all businesses that are PAYE registered. This provides a more comprehensive data set than VAT registrations alone, as it includes those businesses which have not yet reached the annual VAT threshold of £76K per annum. In summary, the data illustrates that:
- Sefton's business stock continues to fall
  - The number of new businesses being created is showing a small sign of improvement
  - The number of business closures continues to fall
  - Business survival rates remain relatively strong

### 6.1 Key Findings – New Enterprise Allowance

- 6.1.1 The Government's New Enterprise Allowance programme has been a key driver to help stimulate the creation of new start ups. This includes the use of free mentoring from experienced business people, business coaching for Small and Medium Enterprise owner managers and dedicated support to raise entrepreneurial activity in key communities and groups.
- 6.1.2 National Enterprise Allowance is a Government programme aimed at helping unemployed people to start their own business. Until recently the criteria meant only those unemployed for at least six months could qualify, but this has been relaxed to allow greater access to the scheme.
- 6.1.3 The scheme has been contracted out in the Liverpool City region to St Helens Chamber of Commerce and Blue Orchid. They both receive referrals from Jobcentre Plus and individuals are assigned to a dedicated mentor. In Sefton, a local presence is ensured with St Helen's Chamber's Business



Advocate working one day per week in the Sefton@Work office in Bootle to meet scheme participants.

6.1.4 Upon satisfactory progress participants are offered loans of up to £1,000 to help kick start their business. Scheme progress in Sefton up to 31 December 2012 is as follows:

- No of referrals 304
- No of clients engaged 237
- No of approved business plans 120
- No of business starts 94

## 6.2 Key Findings – Stepclever Legacy Fund

6.2.1 Invest Sefton has designed a new Stepclever grant programme to increase economic activity in North Liverpool and South Sefton by providing financial support to both new and expanding businesses. It is a capital grant fund, which provides financial assistance to businesses who find it difficult to access other sources of mainstream funding. There are 3 levels of grant funding available:

- **Tier 1 Business Start Up Grant for amounts up to £750:**

Available to individuals starting their own business or businesses that have been trading for up to 18 months.

- **Tier 2 Business Start Up Grant for amounts from £1,500 up to £7,500:**

Available to new businesses and businesses trading up to 18 months who are creating new jobs.

- **Tier 3 Business Expansion Grant for amounts from £100 up to £25,000 (maximum of 45% of project costs):**

Available to existing businesses (continuously trading for 12 months) who are creating new jobs.

6.2.2 A key component of the new fund is a mandatory referral to Sefton@Work or Liverpool in Work for Tier 2 & 3 applicants. This will help both maximise local employment opportunities and assist with the monitoring of job outputs.

6.2.3 The scheme was launched in December 2012 and the team has already received 111 expressions of interest comprising of a potential 50 new start ups and 61 business expansion projects. A private sector-led steering group will oversee grant awards and workshops will be available to help applicants through the process.

6.2.4 The project has a smaller team of four including two dedicated Business Support Specialists to help support business applicants through the process. A strong network of support has been developed through other stakeholders



including Social Enterprise North West (SENW) who manage a consortia of providers offering 1:1 support for start ups including help with business planning, cash flow forecasts and accessing other finance.

### 6.3 Key Findings – Stepclever – Enterprise Gateway

This programme ran from June 2007 to 31 March 2012, yielding the following results in the South Sefton wards of Linacre and Derby:



### 6.4 Key Findings – Social Enterprise North West

6.4.1 Social Enterprise North West (SENW) leads a consortium of partners delivering start up advice support and guidance to individuals and social enterprises through a staged programme of delivery. It's supported through £3m European Regional Development Fund matched against a further £3m to deliver the Big Enterprise in Communities programme. The aim is to stimulate enterprise in disadvantaged communities and under-represented groups in the Liverpool City Region.

6.4.2 Promoting enterprise is a key strand of the economic strategy. Invest Sefton and its partners and stakeholders are working closely to help maximise funding and delivery in Sefton. At a grassroots level, links between education and business have been vital in terms of assisting young people into work and self employment. A key partner in this work is Sefton Education Business Partnership (SEBP), a “not for profit” company established in 1998. SEBP works closely with the Council in terms of developing key links between schools, colleges and businesses. Sefton@Work and Connexions also work in partnership with SEBP.

6.4.3 SEBP is currently working with Sefton secondary and special schools to help them deliver work related learning and enterprise education through a range of different programmes. The following are examples of business and students working together to provide a business idea or social enterprise for the community:-

- **“Get Shirty” – Enterprise Challenge Day**



Sponsored and supported by a local printing company who work with the students during the day, print their designs and offer an industry visit to the winning team.

- **Soap Enterprise Challenge Day**

Co-delivered by Coco Mango – teams make their own soap – the winning team has their soap manufactured and the school being able to sell it as a social enterprise.

## **7. KEY FINDINGS – WHAT IS BEING DONE TO GROW EXISTING BUSINESSES AND STIMULATE THE ECONOMY**

7.0.1 Local Enterprise Partnerships (LEPs) are seen as the main driver by Government for economic growth in the cities and regions they represent.

7.0.2 The Government is tasking LEPs to lead the development of new strategic plans for local growth priorities and has committed to devolving a greater proportion of growth related public spending in local areas from April 2015 in response to Lord Heseltine's review of economic growth.

7.0.3 The latest business stock/density data shows Sefton as the highest Liverpool City Region district with 44 businesses per 1,000 of the population compared with 39 across the city region.

7.0.4 The gap with the UK figure remains unchanged and business retention is a key driver in the council's economic development strategy for supporting existing businesses including, where possible, through turnaround programmes for struggling businesses. This is carried out in conjunction with partners.

### **7.1 Key Findings – Mersey Business Support Project**

7.1.1 InvestSefton remains at the heart of business growth support and together with Sefton@Work has secured £1.2m of European Regional Development Fund as part of the Mersey Business Support Project. This will help deliver support to over 400 Sefton businesses up to the period ending 31 March 2014. Businesses will have up to 12 hours of free support covering a wide range of issues.

7.1.2 A team of highly experienced business and employment support specialists will provide dedicated support to Sefton businesses. The support can take many forms, including:-

- Free business events and workshops to meet business needs
- Financial support in the StepClever Legacy project awards
- Provide business advice and guidance
- Helping businesses to access finance
- Dealing with Sefton Council more easily and effectively



- Quality signposting to partners
- Recruitment of new staff through Sefton@Work
- Finding premises and helping businesses relocate in Sefton
- Supporting business to access new markets, including export
- Developing supply chain opportunities in public/private procurement

7.1.3 The team works closely with a range of public and private sector partners to help bring more cohesive and joined up delivery to businesses including banks, Sefton Chamber of Commerce, Merseyside Special Investment Fund, The Women's Organisation, Manufacturing Advisory Service and UK Trade Industry. This is currently expressed in the Merseyside Business Support Programme, an £8m two year partnership across the city region in which InvestSefton and Sefton@work combine to make a joint offer to businesses, securing both investment and jobs.

## 7.2 Key Findings – Merseyside Special Investment Fund

Since its inception in 1994, Merseyside Special Investment Fund (MSIF) has provided funding to a variety of businesses employing less than 250 people. This has included sole traders, partnerships and limited companies. More recently it has used ERDF Objective One monies to support business and since 2002 MSIF has invested £2.8m in Sefton Small and Medium Enterprises (SME's) and projects.

## 7.3 Key Findings – Regional Growth Fund

7.3.1 The Government has launched three rounds of Regional Growth Fund. The Regional Growth Fund (RGF) has two main objectives:

- To encourage private sector enterprise by providing support for projects with significant potential for economic growth and create additional sustainable private sector employment; and
- To support in particular those areas and communities that are currently dependent on the public sector to make the transition to sustainable private sector led growth and prosperity.

7.3.2 Invest Sefton promoted the opportunities by e-mail to 1,000 plus recipients and via [www.investsefton.com](http://www.investsefton.com). Although some businesses have been supported to firm up applications, interest in the fund across the City Region has been limited, as the minimum grant threshold is £1m. Invest Sefton has been working with the Liverpool City Region Local Enterprise Partnership and other LA's to support those businesses with growth potential but which fall below the £1m grant threshold.

7.3.3 The team was successful in supporting Crown Speciality Packaging with their Round Two application for Regional Growth Fund which helped their recent



business expansion in Aintree, securing 115 jobs and creating an additional 20 employment opportunities.

7.3.4 Under Round 3 of RGF, the local Enterprise partnership secured “10m towards grants of £50k and above for SMEs on Merseyside. Their Round 4 RGF award of £5m extended this offer to grants below £50k. the local authorities are delivering both these schemes, in Sefton’s case through InvestSefton.

## 8. KEY FINDINGS – WHAT’S BEING DONE TO TARGET TRADITIONAL AND EMERGING GROWTH SECTORS

### 8.1 SuperPort - Port Expansion

8.1.1 A £1.6bn refinancing deal has been secured to fund Peel Ports’ growth plans and the Marine Management Organisation licence necessary to proceed with the construction of The Port of Liverpool’s £300 million deep water container port “Liverpool 2” has also been secured and construction is due to commence. New jobs will be created in the operation of the “Liverpool 2” terminal and in the local supply chain. The Council needs to do all it can to maximise employment opportunities for Sefton residents.  
*(Reference Recommendation 12 to the report )*

8.1.2 Maritime Supply Chain Work – the Maritime and ports sectors make a significant contribution to the Liverpool City region business economy. Over 1,000 limited companies work in the maritime sector and are responsible for an estimated 26,000 jobs. The SuperPort Action plan sets out an operational programme for engaging and working with key stakeholders including importers, manufacturers and carriers, to maximise supply chain opportunities for local economies.

8.1.3 Work undertaken by InvestSefton to further these aims includes mapping the local business base, to develop an “economic footprint” of maritime and ports-related businesses and a database of Sefton companies offering port-related services.

8.1.4 Discussions have also been held with Peel Ports, in relation to supply chain opportunities arising from works, goods and services and opportunities with companies situated within the ports estate. A joint Peel/InvestSefton working group has recently been established, comprising of officers with a remit for supply chain development, construction opportunities and employment and skills.

8.1.5 Through Sefton@work, local candidates have been promoted for apprenticeship vacancies, and residents have been submitted for vacancies arising from Peel’s port operations.

### 8.2 Visitor Economy





- 8.2.1 A Business Improvement District (BID) is being developed for Southport Town Centre and Seafront. It is being led by the private sector through a town team consortium supported and guided by Sefton Council. A Business Plan proposal is currently being developed in preparation for a ballot to business.
- 8.2.2 A policy focus on the importance of Sefton's various town centres has been developed by the Council and this will assist local partner working between pro-active private sector partners to deliver the best of return on investment in those diverse assets.
- 8.2.3 The growing importance of the Liverpool City Region, Liverpool Enterprise partnership and Sefton's role within it requires active development to ensure that the prime assets of Southport, Sefton's Natural Coast and England's Golf Coast continue to be visible in the visitor market place. This will employ both a local and City Region approach to doing more with less.

### 8.3 Knowledge Economy

- 8.3.1 Broadband Delivery UK (BDUK) - Superfast Broadband - A multi-million pound programme, consisting of roughly equal contributions from BDUK, European Regional Development Fund and private investment, to connect 56,000 premises to superfast broadband across the Liverpool City Region is being developed. In Sefton as many as 28,000 residents have the potential of being reached. It is proposed that a telecommunications supplier will start work on laying fibre optic cables from late 2013, completing the task by the end of December 2015. The result will be a 90% overall broadband coverage of the Liverpool City region, with superfast speeds available for the latest business and social needs.
- 8.3.2 Other important Sefton assets include telecoms infrastructure, where we host a gigabit pipe connecting Europe to North America managed by Atlantic Hibernia in Southport Commerce Park; and The Vault, a major data hosting venue with a wide range of secure network connections, based in Netherton.

### 8.4 Low Carbon Economy

- 8.4.1 Liverpool City Region Sustainable Energy Action Plan was launched in July 2012. It has been developed to "increase understanding of the issues associated between economic growth, energy consumption and CO2 emissions.
- 8.4.2 It is the intention of Liverpool City Region to invite major investment in energy infrastructure, bringing jobs, prosperity and environmental benefits. The Liverpool City Region Local Enterprise partnerships are looking to support feasibility work on a number of individual projects (Witness Statement from Mark Knowles, paragraph 8.2.12)  
*(Reference recommendation 12 to the report)*





- 8.4.3 The Sefton Sustainable Energy Action Plan sets out how the Council will achieve its goals for energy efficiency and substitution of renewables for fossil fuels, in order to reduce carbon emissions and mitigate climate change. Local authorities with a housing obligation, have a duty to prepare a new baseline Home Energy Conservation Action Plan. Sefton Council are one of the earliest UK Local Authorities to publish its plan and thereby should gain first mover early advantage in attracting external investment into Sefton. The plan is a prerequisite for accessing funding under the recently announced Green Deal and the Energy Company Obligation.
- 8.4.4 REECH – Managed by Sefton Council, REECH is working with Registered Housing Providers to provide a range of energy saving measures in over 2,000 homes within the Liverpool City Region. (Witness Statement from Councillor Ian Maher, paragraph 8.3.11)

## 9 KEY FINDINGS – CREATING CONDITIONS FOR GROWTH

There was major capital investment in the Sefton element of the Liverpool City region “offer” together with substantial public sector support for its promotion. There is a clear ongoing requirement to ensure this key component of the local economy and the jobs within it sustained. The primary objective during this period is to ensure the best use of diminished public sector resources. Effective partnership between the public and private sectors is key to this.

### 9.1 North Sefton

- 9.1.1 Southport has a strong core group of retailers, attraction operators and other town centre and seafront businesses, who have worked with each other and alongside the Council in the Southport Partnership, the Southport Tourism Business Network and most recently in the Southport Town Team. The Cabinet has designated Southport as the first tourism/retail Business Improvement District (BID) in the Borough and has invited a Southport BID Development Group to prepare a Business Plan and submit it to Council in due course.
- 9.1.2 The Council has approved the preparation of a Southport Economic Masterplan which will identify the town’s key assets, match them to markets, and set out a plan for securing investment that will stimulate the broad economic renewal of the town.

### 9.2 South Sefton

- 9.2.1 A “Prospectus for Growth” for South Sefton (currently in development) will set out how the Council intends to receive Peel’s major new investments in the Port of Liverpool at Seaforth. Port expansion is recognised as a key transformational project in Liverpool City Region (LCR) City Deal, the Local



Enterprise Partnership Business Plan, and in the Strategic Regeneration Framework for South Sefton & North Liverpool agreed jointly with the Mayor of Liverpool.

- 9.2.2 Sefton Council is committed to ensuring that its communities secure maximum benefit from the Port's prosperity and pursue solutions to help reduce pollution, congestion and ill-health. Looking 10 years ahead, our strategy is to magnify the investment by Peel and port users many times over to regenerate the wider area, stimulate jobs, attract investment, improve the environment and improve longstanding concerns. The Prospectus will outline our priorities for helping to make this happen and the next steps.
- 9.2.3 Sefton Council is looking at ways to unlock employment land for development in the Dunnings Bridge Road Corridor and will work with developers and the Liverpool City region Local Enterprise Partnerships to achieve that aim. Members have approved a Dunningsbridge Employment Corridor Study to clarify and cost out a delivery plan for this key employment zone.
- 9.2.4 Port access – In line with the City Deal, a Steering Group including representatives from the Department for Transport and the Highways Agency has been established. A work programme, building on the Port of Liverpool Access Study, is being developed. City region partners (led by Sefton Council and the Local Enterprise Partnership) have been preparing a Trans European Transport Network (TEN-T) Bid. The bid will consist of proposals for technical feasibility studies and options assessments for elements of the emerging port access work programme.
- 9.2.5 The Atlantic Gateway – a regional partnership funded largely by peel ports – has funded preparatory work towards an Environmental Investment Plan for Seaforth and Waterloo. These are the communities most impacted by port operations and port expansion, and the intention is that the Plan will allow these communities to draw down Community Environment Fund held by Atlantic Gateway.
- 9.2.6 Sefton Council is also looking to both improve the residential offer in the Borough and to sustain the construction industry through house building. Sefton has already been successful in bidding for Regional Growth Funding for such a scheme which will be delivered in parallel with ongoing housing regeneration schemes in the south of the Borough over the next 3-5 years.
- 9.2.7 The Sefton Local Plan is facilitating the conditions for future investment by making sure adequate land is available to meet future employment and housing needs.

## 10. KEY FINDINGS – PROPOSALS TO INCREASE OPPORTUNITY AND EMPLOYMENT



## 10.1 Developing Partnership Arrangements for the Sefton Employment & Skills Offer

10.1.1 A Sefton Partners Group has been established in order to simplify and coordinate a comprehensive offer to investors and employers looking to recruit, develop and train their workforce. The following partners are represented on this group:-

- Sefton MBC
  - Sefton@Work
  - 14-19 Team
  - Adult & Community Learning
- JobCentrePlus
- Skills Funding Agency
- Hugh Baird College
- Southport College
- Sefton Training Providers Network

10.1.2 The Group will devise a clear and streamlined process for local employers to access the skills and recruitment support they need, while developing the employability of residents who have been out of the labour market, to access employment and improve their skills for the longer term. The Group intends to focus its work on the Transformational Sectors most likely to have an impact upon Sefton's economy.

## 10.2 Mapped Out – Sefton Training Providers Network

Sefton's Training Providers Network has published a unique model of aligned training delivery which describes the co-ordinated skills offer for employers, schools, young people and adults to be able to identify the options available in the locality.

## 10.3 Merseyside Apprenticeship Programme

Sefton MBC, through its partnership with Greater Merseyside Connexions, has been participating in a European Funded Programme. The Funding has been targeted at providing opportunities with smaller local employers who may not have previously employed Apprentices.

## 10.4 Liverpool City Deal on Employment and Skills

As part of the Liverpool City Region City Deal on Employment and Skills, the National Apprenticeship Service (NAS) has devolved funding to the Local Authorities and their partners to deliver a matched grant to employers, which will see the subsidy from NAS being matched with locally managed European monies to offer a flat rate incentive of £3,000 for smaller businesses to take on an apprentice. Sefton MBC and its partners, Sefton Education Business Partnership and the Sefton Training Providers Network have been promoting the grant, which is available for employers who have had no apprentices in



the previous year and who are prepared to pay the National Minimum Wage rate applicable to the young person's age, rather than the lower rate of Apprenticeship pay.

## 10.5 Hugh Baird College - New Site

10.5.1 Work is well underway on the new site on Balliol Road for the College, which will open in January 2014. The brand new, state-of-the-art Higher Education development incorporates a high tech university centre, which will be a dedicated place of study for students taking one of the College's degree programmes. The new development has been designed for use by the public and local businesses, as well as Hugh Baird College's apprentices and students. The College is working in partnership with Sefton Council to regenerate the local area as much as possible.

10.5.2 Wates Construction, who are building the development, are also committed to engaging with the local community to ensure they are fully informed of the progress on-site, as well as some wider community initiatives they intend to engage in.

10.5.3 It is proposed that the centre will feature a whole host of facilities for the wider community which may include:-

- A public library occupying a whole floor of the building, featuring everything from the latest information technology to classic literature.
- A dedicated Jobcentre Plus base, offering jobseekers access to computers and expert advisors.
- A public cafe with a "Liverpool One look" and an outdoor eating area staffed by catering apprentices.
- An employers' floor offering professional training courses for staff and a corporate hospitality base allowing local companies to host meetings and conferences for clients.
- A flexible performance/exhibition space which could be booked out for public events ranging from school productions to conferences.

## 10.6 The Department for Works and Pensions Work Programme in Sefton

10.6.1 In June 2011, the Government saw the introduction of the Work Programme, designed to simplify the system of support for people on benefits looking to get back into work, procured by the Department for Works and Pensions (DWP) through the Employment Related Support Framework, the Work Programme's contracts covering Sefton were awarded to two private sector Prime Contractors, A4E Ltd and Ingeus Deloitte Ltd. The premise of the Work Programme, different to any preceding programmes, is that it is based on shifting financial risk of underperformance away from the tax payer and to the provider, as it is almost entirely a payment by results initiative. The components of clients' employment journeys are to be determined locally through each Prime Contractor's business model.



10.6.2 It is important to ensure that the correct level of support and challenge is available for the Work Programme contractors to make a positive difference for Sefton claimants and to add value to the local infrastructure.

## 10.7 Sefton@Work's Local Programme for the Unemployed

10.7.1 Sefton@Work, Sefton MBC's local Labour Market Intermediary service, has been delivering a programme of Local Interventions to support residents who have been unemployed or economically inactive to re-connect with the labour market and make the transition from benefit dependency to sustainable employment. This has been a voluntary programme delivered across the Borough through the main office locations in Stanley Road, Bootle, Netherton Feelgood Factory; and the Southport Promenade office; together with a range of outreach locations across the Borough. The programme has been running since January 2011 and there has been consistent demand from local jobseekers. To-date, more than 3,000 people have voluntarily sought some form of help, ranging from self-managed job search through to intensive, person-centred assistance with a fully qualified and experienced local adviser. Within the project, Sefton@Work has operated the following Pathways designed both to meet specific needs of disadvantaged groups and respond to opportunities:

- Health Trainers Project for Clients with Long Term Health Challenges
- Pathway for Ex-Offenders
- Pathway for Clients with health Issues
- Pathway for Recovering Drug Users
- Pathway for Self Employment
- Pathway for Young Care Leavers
- Family Support and Employment
- Establishment of a Substance Misuse Working Group

## 10.8 The Impact of Welfare Reform

10.8.1 The Welfare Reform Act 2012 will lead to the biggest changes to the welfare system for over 60 years. These national plans for Welfare Reform are likely to have cumulative effects on some households and it is accepted locally that many local families and communities, both those in receipt of welfare benefits and those working on low incomes, are likely to be worse off.

10.8.2 Changes likely to impact in the first instance will be:

- Social Sector Size Criteria (Bedroom Tax)
- Universal Credit
- Benefits Cap
- Council Tax Support Scheme
- Personal Independence Payment
- Social Fund Replacement Scheme.



Sefton@Work is closely aligned with the Welfare Reform agenda, including assistance with digital inclusion, help for benefit-capped households, support for families with complex needs, and work-focussed approaches to troubled families.

10.8.3 The Council has designated Officers who are charged with monitoring the impact of the Welfare Reform on the Sefton Community. The Overview and Scrutiny Committee (Performance and Corporate Services) will also monitor this closely.

**(Reference Recommendations 10 and 17 to the report).**

## 11. CONCLUSIONS

### 11.1 Key Opportunities - the Port of Liverpool

11.1.1 The east bank of the Port of Liverpool is located within Sefton at Bootle and Seaforth. It combines the port infrastructure of docks and quays with landward storage and forwarding activity.

11.1.2 Outside the port estate is a broader Maritime Zone of port-related businesses that make up the Port's supply chain of logistics and value-added processing.

11.1.3 Investment in the Port of over £350m by Peel will drive future trade and investment associated with a dynamic "Port of the North", intercepting trade to the midlands and northern England currently received via southern ports. This will generate demand for distribution space near the port (currently being investigated by an LEP study, with the results to inform local authority land availability in Local Plans.

### 11.2 Key Opportunities - Sefton's Natural Coast

11.2.1 The "natural coast" from Crosby to Southport, including Formby and Hightown is the setting for Gormley's world famous "Another Place" installation. A wooded sand dune system and special habitat of international importance, it attracts visitors from Europe and the rest of the world.

11.2.2 Inland, the Leeds-Liverpool Canal is a further water-based asset that connects Maghull, Lydiate and Netherton to Bootle and the north Liverpool docks system and the Three Graces Heritage Site. A Coastal Development Group is assessing and prioritising future opportunities for improvement.

### 11.3 Key Opportunities – Southport

11.3.1 Southport is the premier visitor destination for Merseyside and the North West. Its core retail/leisure offer is at the heart of a cluster of hospitality businesses and their supply chains. The town's distinctive infrastructure and



public domain defines its identity and underpins conference, golf and shopping-led visits from the UK and beyond.

11.3.2 First wave investment in the seawall allowed inward development to proceed; second wave development in attractions and the retail offer deepened its attraction to higher spending, style-seeking visitors; and the third wave of investment during the 2000s focussed on events, conferences and customer care. The visitor economy drives a substantial supply chain of local suppliers, manufacturers, growers and professional services.

11.3.3 The Southport Economic Masterplan will articulate how Southport can resume its upward growth path, taking into account its historic strengths as well as more recent problems associated with retail competition from the internet and out-of-town stores, voids, under-investment etc.

#### .11.4 Place Based Regeneration - Evidence

11.4.1 Sefton MBC has identified support for the Local Economy as one of its top priorities going forward. The role of the Local Authority in developing this agenda is both diverse and broad, given the plethora of statutory and legal powers and obligations placed upon it to secure the underpinning conditions that are conducive to economic growth at a local level. In parallel, the Local Authority provides either directly or indirectly, the means to support the most vulnerable groups in our communities, securing adequate education and skills, safeguarding communities and encouraging confidence amongst the business population. Local Authorities can make a significant impact on employability by involving all their services, not just their employment and skills team. Local government and partners deliver many of the wrap-around services which significantly enhance the opportunities for workless residents to enter and then stay in employment. In a period of cuts in public spending, this can transform a Council's contribution to employment outcomes without expending additional resources.

11.4.2 In Sefton, some ground-breaking work has been done on assessing the impact of the Government's welfare reforms and as a result we are expecting an increased level of challenge for many of our already marginalised residents. Whilst it is extremely difficult for any Local Authority to reduce or mitigate these changes, the onus is on us to deliver improvements in the operation of our economy and its ability to attract investment and grow jobs and prosperity more than ever before.

11.4.3 In order to do this, we need to improve our understanding of how the Council can influence the economy across all its departments, developing a shared understanding of some new methods that are becoming open to us through the thrust of Localism. The influence of Placed-based Regeneration on employment and skills needs to be articulated in a way that creates better synergy between our goals to reduce worklessness and promote business growth and investment in any sectors related to key opportunities for Sefton.





11.4.4 As the Local Authority, we know we cannot bring about the changes we need alone and that the engagement of partners in the public, private and voluntary sectors will be key to achieving our aims. The establishment of the Sefton Employment Partners Group is a strong step towards this. It will bring the further benefit of providing a clear voice for Sefton City Region level both in the Local Economic Partnership and into new ventures such as the Skills for Growth Bank endorsed by the Liverpool City Region Employment and Skills Board.

11.4.5 However, we also need to turn the spotlight on our internal processes so that we can work towards a common goal across all Council departments that capitalises on our influence and powers with relation to our employment land and our economic and natural assets.

- Every department had the potential to contribute significantly to employability.
- The potential impact was far greater than was currently achieved.
- There was willingness across the Authority to do more.
- There is a need for high-level leadership of the process.

## 11.5 Policy Background

11.5.1 The express aim of the Sefton Economic Strategy is to develop a mechanism for capturing all the employment and training opportunities generated through transformational change, business generation and enabling actions and to ensure the local employment and skills system is sufficiently engaged and responsive to service that demand.

11.5.2 As a Sub-Regional partner, we need to work closer on the development of the Local Enterprise Partnership (LEP) in order to have an effective voice for employment and skills in Sefton. Our Local Economic Assessment underlines the importance of our relationship with the City of Liverpool as an employment hub and we should continue to develop this with vigour. However, we should also ensure that Sub-Regional partners fully appreciate the pivotal importance of Sefton MBC, particularly as lead maritime authority in relation to the east bank development of the Port and that we take the opportunity to articulate our local influence over this development, which has international significance.

11.5.3 Our role in employment generation and support in relation to the Visitor Economy in the north of Sefton, and in Southport in particular, needs further development to ensure we have the people who have the right skills and attributes to respond to the needs of this sector. The picture we have gained of Southport's travel to work areas and its highly contained economy underlines the critical importance of supporting locally driven solutions for the town, as we need to make every employment opportunity count for local residents.





11.5.4 Sefton Council together with its partners, is fully committed to encouraging people who are without work to get into work or to take part in learning and training which can increase their ability to compete effectively for opportunities. However, we also recognise that we have a population where relatively newly occurring unemployment co-exists alongside pockets of structural and cultural worklessness, much of which is linked to ill-health and long term economic inactivity.

## 11.6 Using Local Influence to Generate and Target Employment

11.6.1 The unique and distinctive role of the Council is that it can engage with businesses upstream of investment decisions in its capacity as community leader, regulator and champion of economic development.

11.6.2 In Sefton, there are well-established and respected supply-side interventions to provide advice to smaller companies likely to be in the supply chain for investment schemes, business support to smaller employers to improve their recruitment and retention of local workers and a wide range of employability initiatives.

## 11.7 Tools for capturing local opportunity

11.7.1 The Sefton Economic Development Strategy articulates a range of opportunities and constraints facing local partners within the Borough in relation to our potential to attract new and expanded investment leading to jobs and supply chain gain. In order for us to maximise this potential, we need to improve our working practices across the Council to make sure we are as investment-friendly as possible while clearly articulating our expectations with regard to local employment, training and apprenticeships.

11.7.2 Sefton has developed an approach based on voluntary agreements with investors, developers, suppliers and employers which capture an opportunity and expressly stipulate how the Council and the investor can maximise social value for the community.

11.7.3 **Investment Agreements** - conditional financial assistance offered to local start-ups and growing businesses e.g. grants associated with a target for job creation, with a mandatory referral to a job broker so that local registered jobseekers may benefit. The other main method we utilise to lever influence on employment and supply chain gain in through investment grant conditionality. This has been applied largely through the StepClever programme, where local companies have applied for financial support based on the eventual creation of new jobs and safeguarding existing jobs in the locality. This method depends on close and continuing liaison between InvestSefton staff and Sefton@Work staff.

- 11.7.4 **Development Agreements** – these include Section 106 agreements, conditions placed on planning permissions and voluntary construction agreements for trainees, employees and access to end-user employment. Examples of Section 106 agreements related to economic development in Sefton have been the Aintree Retail Park and the Tesco, Litherland Agreements.
- 11.7.5 Since 2004, with the establishment of the Sefton@Work service, the Council has incorporated a planning condition related to any development requiring a permission that will lead to the creation of new jobs. This is a non-mandatory condition which has required any developer to seek a conversation with Sefton@Work to discuss employment needs arising from the development and allows the Sefton@Work team to offer a range of bespoke services captured in an Engagement Plan. The outcomes, however, are not prescribed and each developer can choose whether or not the mandated conversation then leads to actual engagement with local employment support services. An Employer Charter is used where employers take up the offer of local support and this provides a guide to a bespoke solution agreed between the parties.
- 11.7.6 **Employment Agreements** - Agreements with employers to target job opportunities at people disadvantaged in the labour market.
- 11.7.7 **Supplier Agreements** - Agreements with businesses to open up their procurement to local suppliers, optimise their systems for Small and Medium Enterprises and evaluate social value.
- 11.7.8 **Sector Agreements** - Agreements with leading firms in a growth sector to capture and re-direct recruitment opportunities to people registered with local market intermediaries and to support up skilling requirements across the workforce from local consortia of training providers.
- 11.7.9 An internal evaluation of these techniques has revealed that there have been some significant successes using these models, together with a number of issues which need improvement.

## 11.8 Successes using current Practice

### 11.8.1 Tesco, Litherland

Sefton@Work fully engaged at the earliest stage through liaison with the Planning Services Department. Tesco agreed to make full use of the local service which included responsibility for the administration of all stages of the selection process for the opening of the new regeneration store. This resulted in very positive outcomes, with recruitment for new posts targeted at those who were formally workless. Local training suppliers engaged to provide pre-recruitment training and relevant accreditation. More than 300 jobs were filled, together with support for small community projects along the way. There have been strong retention rates in relation to staff placed through this exercise.



### 11.8.2 Asda Store, Bootle

There was strong, early engagement between the Planning Services Department, Sefton@Work and ASDA on the construction, end use and subsequent ancillary contract jobs related to the new store at Bootle. This resulted in more than 140 jobs for local people who were formerly workless. Local training suppliers engaged to provide pre-recruitment training and relevant accreditation.

### 11.8.3 Areas for Improvement in Sefton's current Practice

- Developers not fully discharging the conditions once the planning permission has been granted.
- The difficulty of identifying new jobs as opposed to existing ones.
- Lack of confidence in application of mandatory clauses to compel developers to comply with local labour requirements.
- Lack of consistency in approach across different departments, leading to unpredictable outcomes on local employment and supply chain.
- Difficulty of translating agreements with developers to end user employers.
- Silo working with employers - leading to confusion and competition between partners and dissipation of local impact.

## 11.9 Developing the model for the Future

11.9.1 Within the Council, InvestSefton and Sefton@Work will continue to develop and improve the range of Agreements customised to particular developments and circumstances and we will evaluate their performance and publish relevant outcomes. We expect that these tools will evolve over time and we will ensure that they are fit for purpose. However, if we are to meet our stated aims we now need to consider a step change which makes clear our intentions and our practice both to an internal audience across the Council and to investors and partners, in particular in the employment and skills arena.

11.9.2 A brief assessment of best practice across this area of work identified by the Local Government Association on this theme would appear to recommend that the development of a targeted recruitment and training and supply chain opportunities strategy would be the most effective tool to develop for the future. This would form part of the roll-out of the Sefton Economic Development Strategy. Such a document would be a public document available for any prospective developer to access, and could be updated regularly to reflect changing requirements or supply-side services.

11.9.3 For such a strategy to be relevant in Sefton's current and future needs and capitalise on our local opportunities, it would need to reflect the following characteristics:

- Maximise the Council's influence on Local Labour and Supply Chain gain from the Social Value Act.



- Key Components of our Local Recruitment and Training and Supply Side Opportunities Strategy.
- Draws upon key information from the Liverpool City Region Labour Market Intelligence Service.
- Maximise the role of the Council as Commissioner of Services.
- Reflects a holistic scope to include new jobs, safeguarded jobs, training and placement opportunities for workless people, apprenticeships and work experience placements for school age children.
- Understands the spheres of influence of local public and private sector bodies.
- Communicates the message on employment and supply chain gain effectively across the Authority.
- Provides applicability and relevance at a local level to underpin the Council's determination to revitalise town centres in partnership with local business.
- Positively engages with Local Enterprise Partnership to promote Sefton.
- Promotes Sefton within key sectoral development on employment and skills.
- Makes best use of impacts of Localism with respect to local employment and supply chain gain.
- Supports the most vulnerable in our communities and targets employment opportunities at those who need them most.
- Provides consistent quality - underpinned by agreed service standards, particularly in relation to employer engagement.
- Builds on our local strengths of a unified offer on employment and skills based on capacity and quality.

#### 11.10 City Deal and the Liverpool City Region Dimension on Place Based Influence

Sefton MBC is a key partner within the Liverpool City Deal on Employment and Skills and commits senior representation, both by Cabinet Members and lead officers to assist in the effective operation of city regional structures such as the Employment and Skills Board. The Council intends to devise communication structures to allow the Council to enter into active dialogue with relevant sector representatives such as the SuperPort Committee and with local employment and skills suppliers to share intelligence on investment projects and devise a local offer which can prioritise Sefton people and businesses.

#### 11.11 The Council's Capital Investment Strategy and Social Value in Procurement

The Council will also investigate and, where appropriate, adopt mandatory forms of compliance with targeting, such as construction agreements where the Council is the accountable body or funder. Wherever possible, the Council will promote these methods to other public sector procurers within the Borough Partnership in order to promote employment gain. We will work with our Partners to investigate their current practice on capital and revenue spend and encourage them to incorporate employment and supply chain gain into their practices at every level.

#### 11.12 The Transition to Community Infrastructure Levy and the Local Plan



Key to the Council's ability to flex its economic development strategy and gain maximum benefit from the introduction of the Community Infrastructure Levy (CIL) will be the co-ordination of the Local Plan so that it adequately reflects the Council's aspirations with respect to the adoption of a Local Plan. The development of a new amended Plan will allow the Council a generational opportunity to ensure we create better understanding from developers and our partners about how we intend to exert influence.

***(Reference Recommendation 4 to the report).***

### 11.13 Monitoring Of Recommendations

Members of the Working Group stressed the importance of a robust monitoring and evaluation mechanism following the conclusions of the review and observations and comments from Cabinet.

The Working Group agreed that:

- Each recommendation agreed by the relevant Cabinet Member should have an action/implementation plan completed by the identified officer, including timescales and milestones for completion.
- The action/implementation plan could be the substance for the six-monthly Overview and Scrutiny Committee monitoring and evaluation report.
- The Overview and Scrutiny Committee (Regeneration and Environmental Services) should receive a six-monthly monitoring report, setting out progress made against each of the recommendation.

### 13. Recommendations – Employment Development

- (1) It be noted that the Employment Development and Development of Local Town Centres and Economies Working Group actively supports and confirms the value of the proposed Member Reference Group for Jobs and Prosperity and requests that update reports on the work of the Member Reference Group are submitted to the Overview and Scrutiny Committee (Regeneration and Environmental Services).
- (2) It be noted that the Employment Development and Development of Local Town Centres and Economies Working Group welcomes a holistic, authority-wide high-level strategy/policy that enables all Council assets to be organised in an effective way to contribute to regeneration and reduce the potential for 'silo working' thereby identifying regeneration as a cross-cutting theme across all Council activity, and requests Director of Built Environment to bring forward a Place-Based Regeneration policy for members to consider.
- (3) Further to (2) above, the Director of Built Environment and the Director of Corporate Services be requested to develop a Social Value Policy, underpinning the exercise of all the Council's powers including procurement, regulation and employment which will authorise specific obligations to be placed on providers relating to local jobs, skills and supply, and work toward publishing a set of ethical business statements that demonstrate the Council's commitment.
- (4) That the Director of Built Environment be requested to include a high-level employment, skills and local supply objective within the Local Plan to provide justification for specific conditions and policies relating to the maximisation of local benefit from proposals for development and change of use.
- (5) That the Director of Built Environment makes detailed investigation (with external expert assistance as necessary) on how to embed detailed obligations and operational targets and compliance regimes, proportional to the task, within planning consents and development agreements.
- (6) That the Director of Built Environment be requested to work through the Sefton Employment and Skills Partners Group to align all partners' employer engagement to ensure that all businesses across the Borough are given comparable opportunities to achieve our shared Employment, Education and Training objectives.
- (7) That the Council, a representative of Hugh Baird College, Southport College and other Further Education providers within the Borough be invited to update the Committee annually on the progress of their proactive work in reducing NEETs in the Borough, including the use all available evidence to identify NEET hotspots, preparation of intervention targets to reduce numbers in these areas, together with agreed robust systems for monitoring and

evaluating the impact of joint interventions; and progress with other prevention/diversion measures including studio schools.

- (8) That the Sefton Employment & Skills Partners Group be invited to develop a holistic approach to the education, training and employment needs of young people in transition from school to work, and bring forward a strategy and plan for tackling youth disengagement and long-term youth unemployment.
- (9) That the Director of Older People, in consultation with the Director of Built Environment be requested to advise how Adult Community Learning can help to extend Digital Inclusion to hard-to-reach groups and to maximising opportunities for individuals to be trained up, ready for employment.
- (10) That the Head of Corporate Finance and ICT be requested to develop an integrated Strategy for Digital Inclusion.
- (11) It be noted that the Employment Development and Development of Local Town Centres and Economies Working Group recognises the excellent work already being undertaken by the “Family Comes First” Team in Sefton and that an annual report be submitted to the Overview and Scrutiny Committee (Regeneration and Environmental Services) to update on the Team’s progress in supporting Sefton’s families.
- (12) That the Sefton Employment & Skills Partners Group be requested to maximise employment opportunities in relation to future and emerging growth sectors such as the SuperPort, Visitor Economy, Knowledge Economy and Low Carbon Economy.
- (13) That the Liverpool City Region, Local Enterprise Partnership be requested to customise its employment and skill forecasts to match Sefton’s specific needs and to inform the work of the Sefton Employment & Skills partners.
- (14) It be noted that the Employment Development and Development of Local Town Centres and Economies Working Group commends the excellent work undertaken by Sefton@Work and InvestSefton in attracting new business to Sefton, supporting existing businesses already operating in Sefton and the day-to-day guidance, support and advice available to the residents of Sefton.
- (15) That the Director of Built Environment be requested to submit a six-monthly Performance Monitoring report to the Overview and Scrutiny (Regeneration and Environmental Services) Committee, reporting progress made against each of the recommendations in this report.
- (16) That the Cabinet Member for Regeneration and Tourism be requested to develop an action/implementation plan for each of the agreed recommendations, including timescales and milestones for completion.



- (17) That the Head of Corporate Commissioning and Neighbourhood Co-ordination be requested to submit six monthly monitoring reports to the Overview and Scrutiny Committee (Performance and Corporate Services) and the Overview and Scrutiny Committee (Regeneration and Environmental Services) in relation to the impact on Sefton's Community of the Welfare Reform.





## ACKNOWLEDGEMENTS AND THANKS

In producing this report on Economic Development and Development of Local Town Centres and Economies, acknowledgements and thanks are attributed to the following individuals for their time and input:-

- All Key Witnesses
- Mark Long, Head of Economy and Tourism and Lead Officer to the Review
- Claire Maguire, Employment and Skills Manager

We also acknowledge the valuable contribution made by Peter McEvoy, who died in July 2013 shortly after making his witness statement.

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Thanks must also go to the Members of the Working Group who have worked hard and dedicated a great deal of time to this review, namely:-



***Councillor Patrick McKinley  
(Lead Member)***



***Councillor Veronica Bennett***



***Councillor Denise Dutton***



***Councillor Lynn Gatherer***



***Councillor Paulette Lappin***



***Councillor Peter Maguire***



***Councillor Fred***





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