



A Consultation Report:

# Draft Sefton Economic Strategy



**Start date: 8th March 2018**

**End date: 4<sup>th</sup> May 2018**

# Draft Sefton Economic Strategy- A Consultation Report

## Executive Summary

Following the production of Sefton's draft Economic Strategy early in 2018, an extensive consultation exercise was undertaken by the Council. The aim of this exercise was to elicit the views of delivery partners, local, regional and national agencies, local businesses and residents across the Borough on how well the Strategy represents a way forward that everyone with a stake in Sefton's future could endorse, as part of our VISION 2030 ambitions.

The consultation received an excellent response with a total of 189 returns received through focus groups, online surveys, telephone contacts and written returns. This is a 65% increase on a similar exercise carried out in 2014. The strategy's focus on Inclusive growth, which encompasses wellbeing, housing and infrastructure helped generate a larger response from residents (49%) and Sefton's business community (30%). There was also a good geographical split with more north Sefton responses (47%) than in 2014.

The vast majority of respondents (91%) across all modes of engagement agreed that our Economic Strategy should focus on the three broad aims of People, Place and Productivity. Although online surveys provided many shorter responses, the more detailed and qualitative information we received came from the resident and business focus groups and these have been vital sources of intelligence in identifying recurring themes that Sefton should focus on for the coming period. The themes that have been expressed more frequently and strongly include the following:

- Sefton's strategy needs to make our relationship with the Liverpool City Region clearer and identify where Sefton's strengths should be at the sub-regional level. This includes a clearer outline of the alignment with City region strategies and policies that will impact our plans for Sefton. e.g. LCR Growth Strategy; Skills, Growth, SHELMA, BEIS Clean Growth; Northern Powerhouse. A similar approach should be undertaken with regard to national policies such as the government's Industrial strategy and Apprenticeship reforms.
- The Council should develop a Business Growth and investment policy; There should be stronger reference to the Council's Framework for Change-Growth objectives
- More support for businesses and startups across the borough; While there is a need to do more to develop business growth and attract inward investment, we should also recognise and celebrate the borough's achievements and successes in these areas
- Stronger reference should be made to Southport Business Improvement District and its links to the Council
- The introduction of focus on Sefton's Digital and Creative sector was broadly welcomed and should be developed into key actions e.g. Business incubators; Investment in fast broadband internet connectivity in town centres
- Many Sefton residents continue to need personalised assistance to enter and sustain meaningful work that lifts them out of the benefit system
- We need to ensure that more effective support is available for our vulnerable young people to help them make the transition from learning in schools or college into sustainable careers
- Sefton should recognise and celebrate good local employers willing to give opportunities to workless residents and vulnerable young people

- Stronger reference to Southport/Manchester rail link and subsequent economic opportunities
- Sefton should focus effort on ensuring that all residents have access to second chance learning opportunities to enable them to achieve their economic potential.
- Improved transport connectivity and better signage in the borough
- Sefton needs to secure the biggest impact in terms of job creation, training and placements for residents through the use of Social Value. This means greater leverage through Planning, Licensing and Commissioning of services across the Council and partners generating opportunity for local residents and businesses
- Stronger reference to Bootle, Crosby and Southport Investment strategies; more information on plans for other areas should also feature e.g. Maghull, Formby
- Stronger reference to Skills development, the Apprenticeship levy, Enterprise and Post 14 student work experience and Further/Higher Education establishments and their role in the Strategy.
- More understanding about what inclusive growth means to those in marginalised groups
- Develop and improve affordable housing opportunities to help retain younger people in Sefton
- Allay any fears over the Planning system becoming too relaxed in efforts to attract new inward investment
- Make better use of Council's own assets including town halls, libraries , CPOs
- Better understanding of third sector opportunities arising from the reconfiguration of public services and community led development
- Being clearer about what our current economic strengths are and what our potential for future development could be

The totality of the response broadly confirms the original Objectives of the Sefton Economic Assessment approved by Cabinet Member in March 2017. These are listed on page 2 under Consultation but can be summarised as follows:

- More higher quality and better paid jobs
- More local people in work, upskilled and working in more productive jobs
- Increased housing and employment land to deliver growth
- Improve Sefton's fast broadband and digital infrastructure; create more digital/creative business and employment opportunities
- Improve strategic rail links and transport infrastructure for future growth including signage; coast and town centres
- Tackle health and well-being challenges in Sefton communities
- Make more of Sefton as a place to live, work, visit and invest in

### **Key Opportunities & Priority actions**

The Focus groups provided insight to both resident and business thinking on the key opportunities and actions arising from the strategy. Key themes included:

- Health & Wellbeing was the top priority for the People First and Strandbyrne groups, noting that good health is a conduit to gaining work, developing skills and increasing job prospects; Education & Skills for people of all ages together with better paid jobs was also a key factor
- Businesses need to better understand the specific needs of those with health

conditions, special needs or disabilities seeking work and how they can be valuable assets to the workplace

- Focus groups with workless residents principally highlighted the reducing support from national sources and their reliance upon locally driven services. This was particularly felt in the context of Universal Credit as “digital by default”
- Having faster internet access also featured strongly in discussions
- Businesses identifies key thematic areas for action; business growth, more sustainable start-ups; new investment and innovation; job creation, skills; physical regeneration in Sefton’s coast, town centres; transport infrastructure and support for the social economy.
- Greater collaboration at city region level; maximising external funds for the benefit of Sefton businesses and residents e.g. European; Devolution monies
- Firm up on agreed priority actions already agreed in Strategy but ensure they are both deliverable and measurable;

Those respondents who have requested to be kept advised of the final version and action plan will also be placed onto a database in line with GDPR. The Strategy is intended to provide a clear framework for action to assist the Council with its ambitions for:

- Business Growth & Investment
- Business Generation & Enterprise Culture
- Sector Development
- Nurturing new Growth Clusters
- Place Marketing and Inward Investment
- Town Centre Investment Strategies and Frameworks
- Post-Inspection Revision of the Local Plan (2017), including Land Availability for Housing and Employment
- Infrastructure Planning
- Strategic Transport Planning and Scheme Identification
- Workforce Development & Skills
- Employability and Inclusive Growth
- Public Sector Reform and the Council’s Transformation Programme
- Social Value in Commissioning and Procurement

## Next Steps

Regeneris Consultants has completed the first two phases of the contract (Assessment and draft strategy). Officers are currently determining the level of Regeneris’ involvement in completing the strategy. The key next steps are:

- Present final consultation and key findings report to O&S Scrutiny (Regeneration & Skills ) -3 July and Cabinet 26 July 2018
- Update report for Regeneration & Skills Cabinet Member briefing-5 July 2018
- Present final consultation report to Public Engagement & Consultation Panel -14<sup>th</sup> September 2018
- Revise and produce final Sefton Economic Strategy based on key findings and feedback from the consultation exercise.

- Share final report and key actions with those respondents who have asked to be kept informed
- Build into Council's Action Plan for Growth

## Contact

For further details contact:

Mike Mullin (Service Manager :Business Support & Investment)  
T: 0151 934 3442 e: [mike.mullin@sefton.gov.uk](mailto:mike.mullin@sefton.gov.uk)

Claire Maguire (Service Manager: Employment & Learning)  
T:0151 934 2684 e: [Claire.maguire@sefton.gov.uk](mailto:Claire.maguire@sefton.gov.uk)

Jayne Vincent (Consultation & Engagement Lead  
T: 0151 934 3733 e: [Jayne.vincent@sefton.gov.uk](mailto:Jayne.vincent@sefton.gov.uk)

## Background

Cabinet Member – Regeneration authorised the preparation of an Economic Assessment and Economic Strategy for Sefton at her meeting of 1st September 2016 and consultants Regeneris were appointed by open competitive tender on 10th October 2016.

In 2016 we carried out a borough wide consultation and asked people what they thought was important for Sefton now and for the future. Over 5,000 people took part and the information helped us to develop the Vision for Sefton 2030. People told us what was important and this included:

- Looking after our town centres
- Having houses that people can afford to buy or rent
- There needs to be more jobs for people

The Sefton Economic Assessment, a factual statement of the borough's strengths and weaknesses, opportunities and threats, was approved by Cabinet Member – Regeneration at her meeting of 9th March 2017. The Cabinet Member also approved at the same meeting the preparation of a draft Strategic Framework for Action, or the building blocks of the Strategy.

## The Consultation

The purpose of the consultation was to inform stakeholders of the Council's Economic Assessment, and to consult (seek views) on the draft Framework for Action, the building blocks of the Sefton Economic Strategy.

The focus for the consultation was the actions arising from the findings of the Assessment:

- Creating more higher quality and better paid local jobs

- More people in work and in more productive jobs
- Strengthening the skills base to deliver economic growth and benefit communities
- Deliver new housing and employment land to enable growth
- Improve the digital infrastructure and extend its benefits
- Improve transport infrastructure for growth and sustainability
- Tackle health and well-being challenges experienced by some of Sefton's communities
- Make more of Sefton as a place to live, visit and invest in.

## Methodology

A stakeholder analysis was completed, which guided priorities for the consultation. The consultation methods were matched to the stakeholder analysis, and to the level of consultation. Focus groups in the north and south of the Borough were proposed to capture the views and input of job seekers and adults with learning disabilities on the key themes. The consultation plans were presented to the Public Engagement and Consultation Panel on the 17th November, 2017.

The following information resources were used:

- The draft Sefton Economic Strategy
- A standard version questionnaire (on eConsult, hard copy and distributed to libraries)
- An Easy Read version of the questionnaire
- Information to the InvestSefton Business Mailing List (c.3,700), directing them to the on-line questionnaire
- A Business Focus Group
- Focus groups in the north and south with Sefton@Work clients
- A Focus group with StrandbyMe attendees
- A Focus group with People First (Adults with learning disabilities)
- Information on the Sefton Council website and intranet
- Information on social media

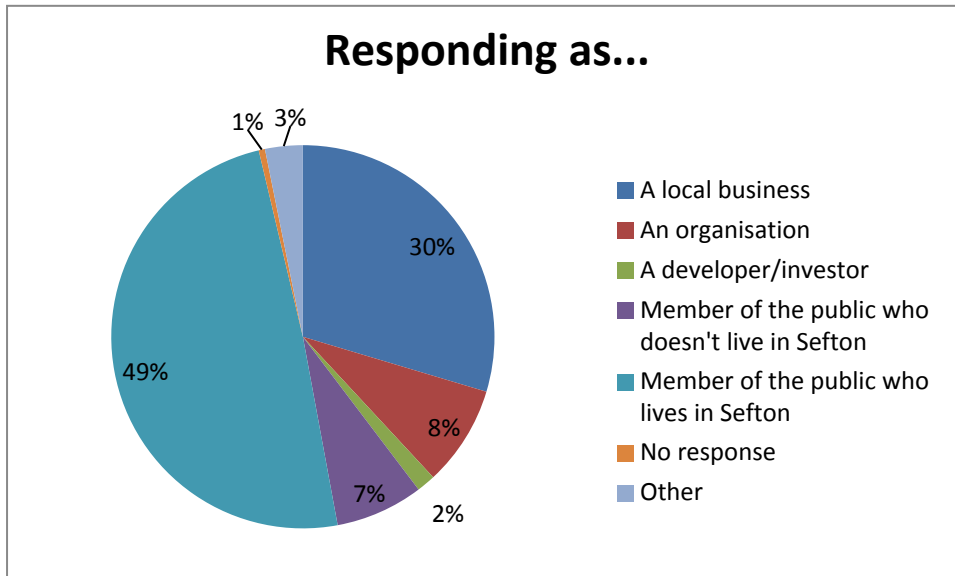
## The Results

### Questionnaires

Between 8 March and 4 May 2018, 189 questionnaires were completed (164 on line; 24 of these were Easy Read and 1 standard hard copy). It should be noted that whilst 189 people started to complete the questionnaires, some were only partly completed. To comply with Data Protection, all questionnaires, whether on-line or hard copy and whether a standard version or Easy Read, had a Privacy notice outlining the reasons the data was being asked for and what would be done with it afterwards.

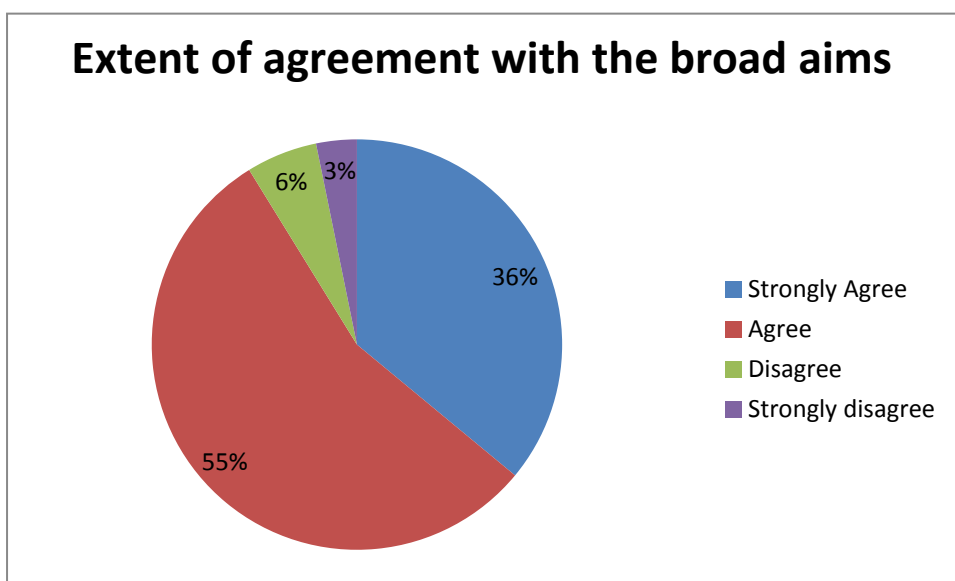
## Questionnaire results

### 1. Who responded?



The above graph shows that the two main groups of people who responded were members of the public who live in Sefton (49%) and local businesses (30%). It should be noted that this is actually an increase of 65% on the 2014 Sefton Economic Strategy consultation. Strategy consultations are not renowned for attracting large responses particularly at a time when there are other competing consultation exercises across the city-region. However InvestSefton, Sefton@work and the Consultation and Engagement Lead undertook a range of follow up activities and focused events to help increase interest and capture more qualitative data.

### 2. To what extent do you agree or disagree with the three broad aims (People, Places and Productivity)?



The above graph shows that of the 125 people who completed this question, **91% either**

**agreed or strongly agreed with the three broad aims of the draft Sefton Economic Strategy.** This was reinforced at the focus groups with residents, stakeholders and businesses.

3. Comments – 39 comments received.

The comments were broad and wide ranging; consequently it is difficult to glean any dominating key themes. More qualitative information came from the focus groups in Bootle and Southport in a face to face setting when discussing key opportunities. While the overwhelming number of respondents agreed with the broad aims, some of the comments received did provide a number of shared views which are summarised below:

### People

- Local jobs, linking employment to health and well being
- Apprenticeship levy and what it can bring to the area
- Strategy needs greater alignment with Liverpool City Region Skills for Growth strategy
- Strategy appears 'too off the shelf'.....'repetitive and ambiguous in places'
- Strong focus on Inclusive Growth but need to understand more about issues faced by those from marginalised demographics
- Post 14 students should have compulsory work experience with businesses, schools should not have to identify businesses themselves
- There should be more places like Sefton@work
- Housing needs to be more affordable; Bootle and South Sefton are low income areas so need affordable housing and to refurbish existing housing stock/vacant properties
- Resurrect Neighbourhood Action Groups to allow greater control of budgets at a local level

### Places

- Concern over planning system becoming too relaxed in order to attract industry
- Weak links to Liverpool City Region and national policies; UK Industrial strategy; SHELMA; LCR Growth strategy, Northern Powerhouse; BEIS Clean Growth Strategy
- Digital & creative sector welcomed and could be transformational for Sefton; need to attract this type of investment/business and develop supporting infrastructure e.g Investment in internet connectivity in town centres
- Strategy seen as bold and innovative
- Bootle, Crosby and Southport are distinct areas , each needing a markedly different approach
- More support to attract new investment and business growth
- Southport's retail ,leisure and tourism issues/opportunities raised several times e.g. Businesses closing; low cost HMOs diluting the availability of beds servicing the conference and tourism market
- Have we looked to other areas for inspiration? e.g. Teeside? Haslemere? Harrogate?
- The Southport to Manchester rail link and subsequent economic



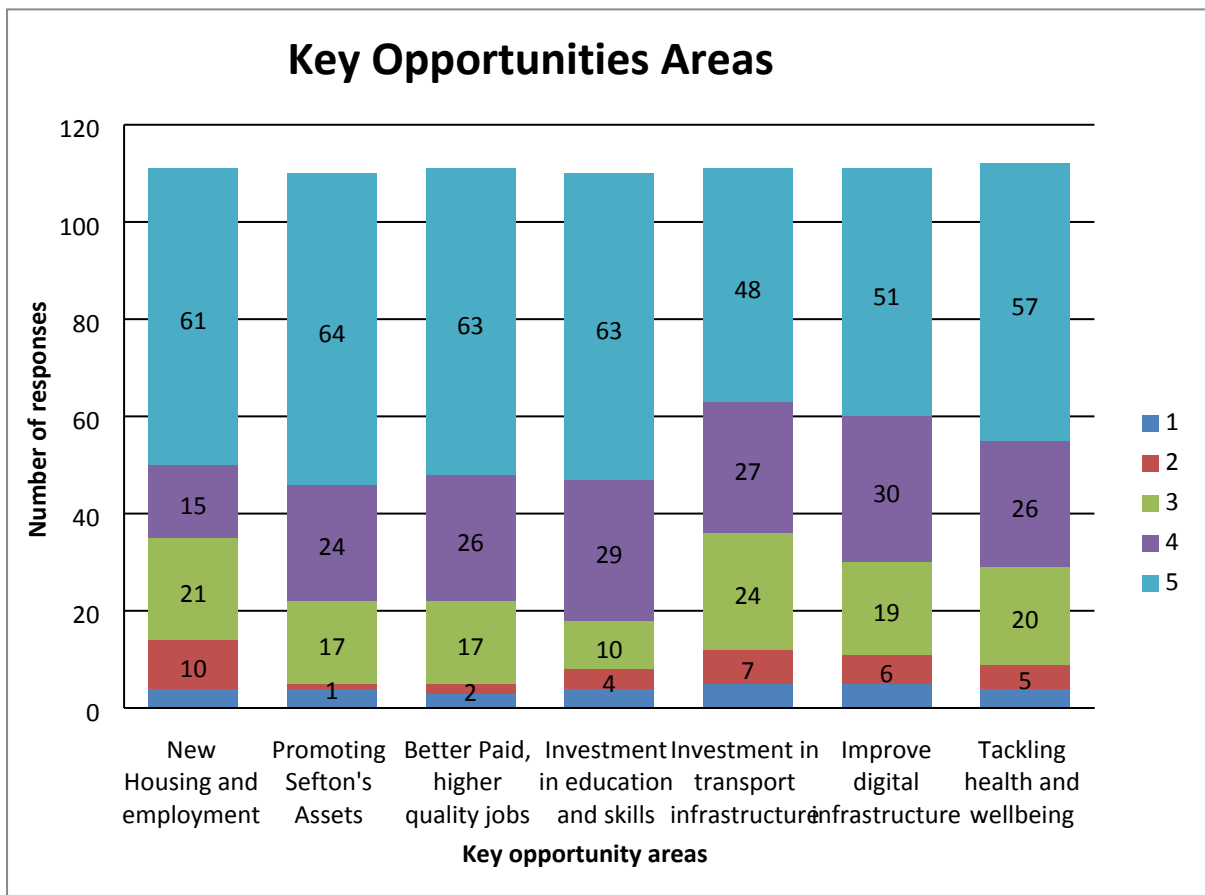
- opportunities and benefits arising from this is not made clear
- Transport connectivity, better signage, entry and exit routes to the borough and address parking issues in town centres

**Productivity**

- Council needs a policy on more support to attract new investment and business growth
- Need to focus on growth businesses to create new jobs
- Greater alignment required to Liverpool City Region strategies and plans
- Greater focus on Sefton’s key and important sectors
- ...”Strategy is very expansive, each area is important but the ability to deliver across all simultaneously will prove elusive”
- More focus on business start-ups and digital/creatives
- More support for skills development
- “We have had great support from InvestSefton at a local level but wider support and brands are too confusing”

A full list of the comments can be found at Appendix 1

4. How important are the Key Opportunity areas? (1 not important – 5 is very important).



The above graph shows the seven key opportunity areas identified in the draft Sefton Economic Strategy. Participants of the survey were asked to rate the 7 areas, with 1 being not important to 5 being very important – each rating of 1 – 5 is identified by a colour (legend on the right-hand side).

The columns show for each opportunity area the number of people who rated that opportunity between 1 – 5, for example, 61 people ranked 'New Housing and Employment' as a 5 – being very important to them. All seven areas are deemed very important (rating score of 5).

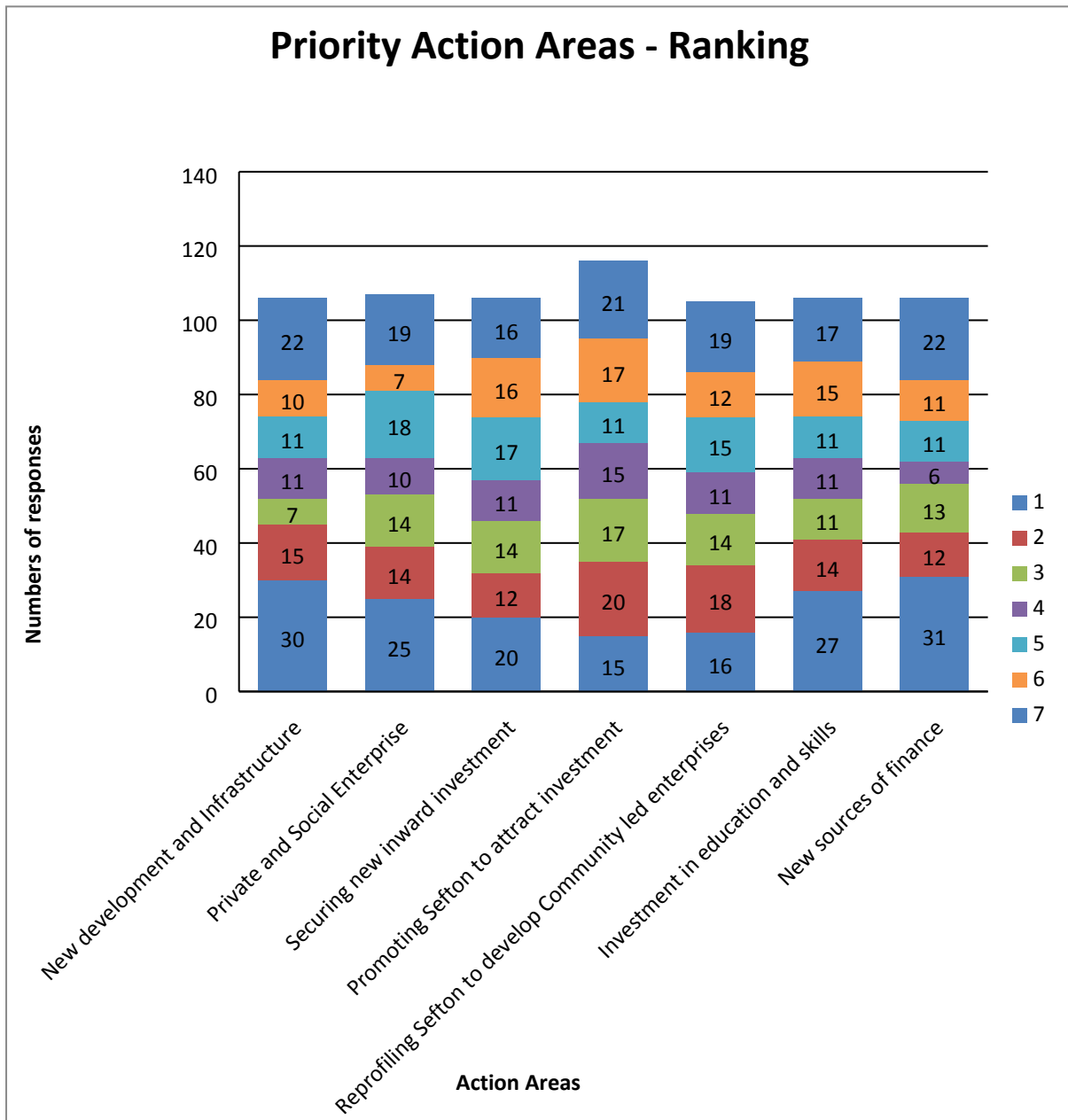
5. Thirty three comments were received in connection to the Key Opportunity Areas. Again there were a wide range of comments but the general consensus was that each of the key opportunity areas also present their own unique challenges for the borough although, **jobs, skills and assets** featured most prominently.

Responses can be summarised as follows:

- Make better use of Council's own assets, refurbish town halls, revitalise and reimagine libraries
- Reduce number of charity shops on high streets
- Install attractive signage around the borough
- No reference to Southport BID and its objectives
- Internet infrastructure is key to obtaining economic growth
- Spending on economic growth should not be prioritised at the expense of the most vulnerable
- Provide support to help improve the capability and performance of those SMEs with greatest potential for growth
- Need robust action plans for each priority
- Sort out ownership issues with Southport Rail Station

A full list of the comments can be found at Appendix 2

6. How important are the Action Areas? (1 being the most important – 7 being the least important)



Respondents had the opportunity to rank in order of priority seven Priority Action Areas and were asked to rank from **1 being the most important to 7 being the least important**. On review of the responses, those who completed this question either ranked the priority action areas as instructed or chose to complete using multiple responses; for example, ranking several priority action areas the same. It has been agreed to use all the information provided whether completed as instructed or where multiple responses were provided. Either method still provides more or less the same outcome in terms of overall ranking.

Each ranking of 1-7 is identified by a colour (legend on the right-hand side). The columns show for each Priority Action Area the number of people who ranked the Action Area. For example, 31 people ranked New Sources of Finance as a 1 – being the most important to

them.

From the responses in the graph above, the priority action areas that are the most important to the respondents (rating number 1) are ***new sources of finance*** and ***new development and employment***.

7. Twenty eight comments were received in connection to the Priority Action Areas All mixed and, in line with previous questions, some recurring themes:

- “Fast Broadband is key, we want to see small independents offering Sefton residents and businesses a world class connection”
- “Need to attract external, private creative investment to bring people back into Southport, make the most of our amazing USPs”
- ...”strategy refers to the Port and surrounding area.....what are the plans for Maghull and Formby?”
- “Slaidburn Crescent has B2 industries nearby....environmental issues for residents.....this area would be ideal for new incubator/start up space instead”
- “Emphasis on community led enterprises is commendable .....but how committed will they be to productivity and output”
- “The action areas are all important....Bootle’s destination as Liverpool’s Northern Gateway could be better explored.....limited mention of the increasingly commuter based economy...”
- “...Don’t spend too much time reconfiguring the council, energy should be concentrated to serve those that require support and not drained through constant reorganisation”
- “Council has a vital role to play working collaboratively with Liverpool Region organisations.....make use of its own assets, land assembly, use of CPOs where necessary acting as a broker through use of prudential borrowing, maximising funding from external sources, prepare development/planning briefs.....”

A full list of the comments on the Priority Action Areas can be found at Appendix 3

8. I would like to be kept informed and being part of the development of the Sefton Economic Strategy.

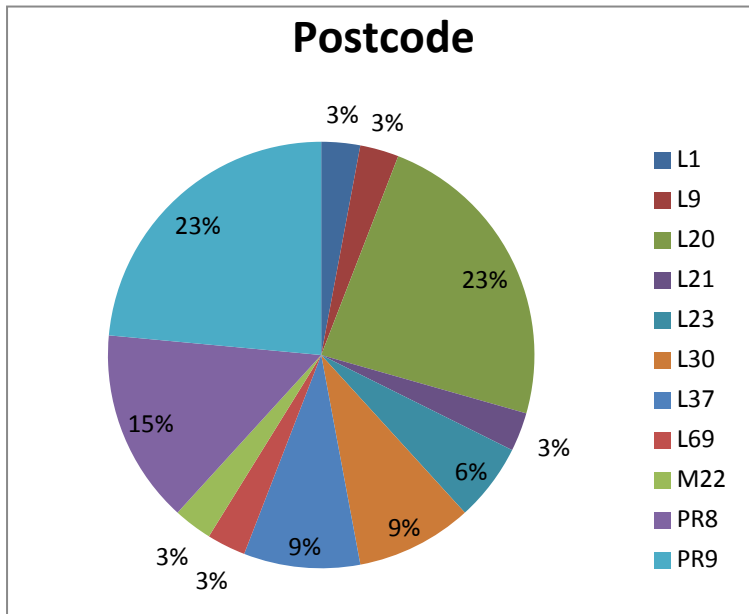
Fifty seven respondents indicated that they would like to be kept informed of the development of the Sefton Economic Strategy. Twenty seven of these were local businesses. Thirty seven respondents also indicated that they would be interested in being part of the development of the Sefton Economic Strategy, with 24 from either a business or organisation.

These respondents will be engaged and kept informed by InvestSefton. Where applicable this will also include follow up support including any employment related assistance from Sefton@Work.

9. Equality Monitoring

Members of the public were asked if they wanted to complete the equality monitoring questions and were told that this was optional and they could answer as much or as little as they wished.

Postcode

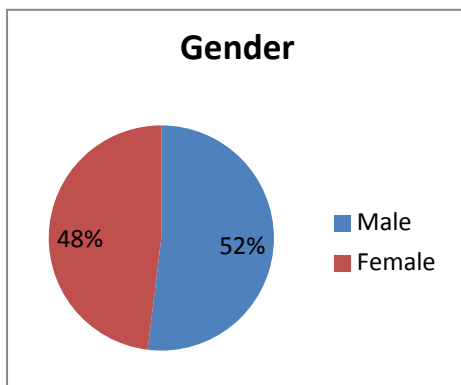


The above pie-chart shows the geographical areas by postcode of the people who responded to the survey. There was a reasonable spread of responses from across the borough, approximately:

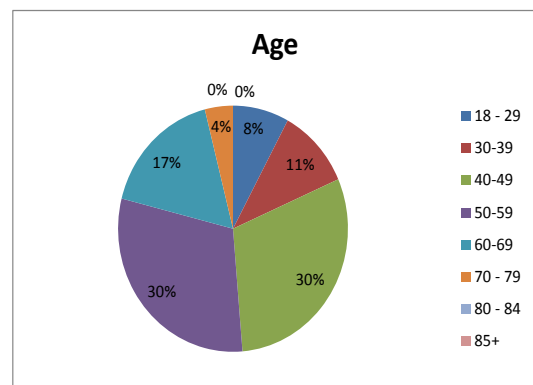
North Sefton-	47%
Mid Sefton-	21%
South Sefton-	29%
Outside Sefton-	3%*

\*Includes stakeholders/ Liverpool City Region partners

Gender

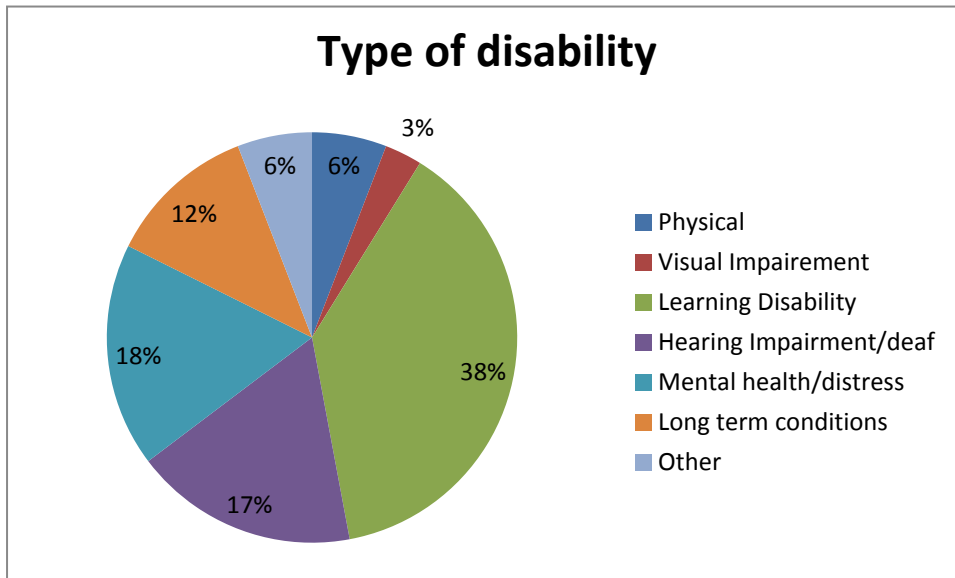


Age



There were no comments directly related to gender and although no direct comments were related to age from an equality perspective, there were two comments that referred to Sefton's rapidly ageing population and post-14 education.

Disability: Do you have any of the following (please tick all that apply):



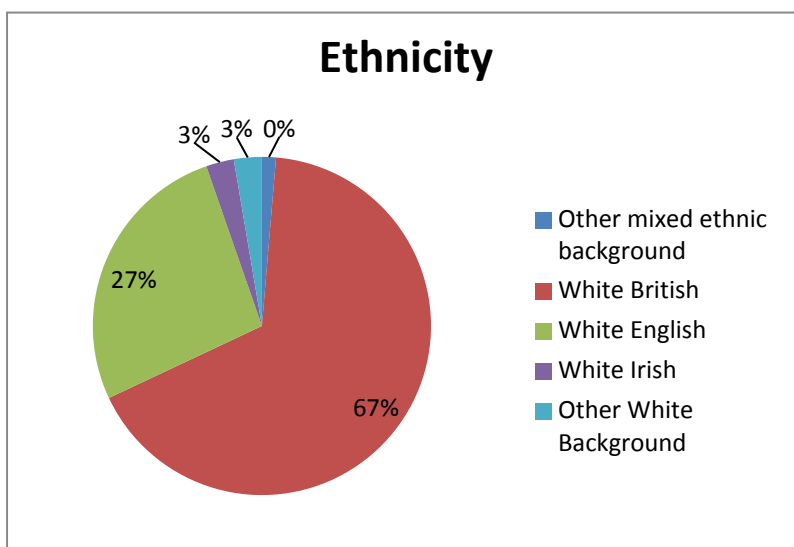
The other types of disability mentioned were: Autism and Dyslexia.

Fifteen of the respondents answered 'Yes' to the question about whether they considered themselves disabled, under the legislation.

An analysis of the raw data for disability and the comments received for the questionnaires shows that no comments received were related to disability.

There was however a focus group undertaken with members of the People First Merseyside organisation, where feedback was given in relation to people with learning disabilities finding and securing employment and mental health. Mental health impacts on employment were also discussed in the other three focus groups. Further details of this can be found in the Focus Group section of this report.

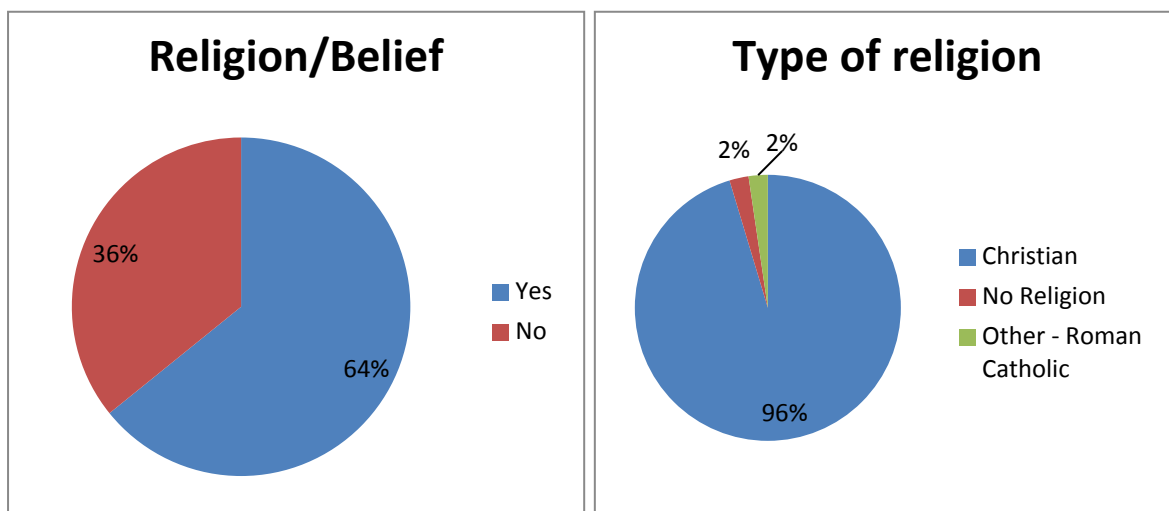
### Ethnicity



Seventy five people responded to the question about ethnicity and the results from the ethnicity of the respondents can be seen in the graph above.

No comments received in the main body of the questionnaire were related to ethnicity.

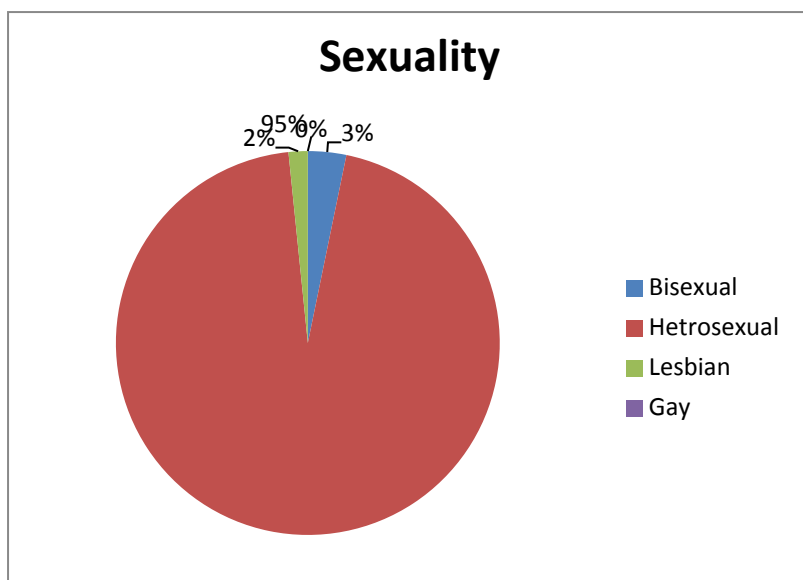
### Religion



Sixty seven people responded to this question. Just over two thirds declared that they have a religion/belief and the responses are detailed in the graph above. The main religion for those responding was Christian.

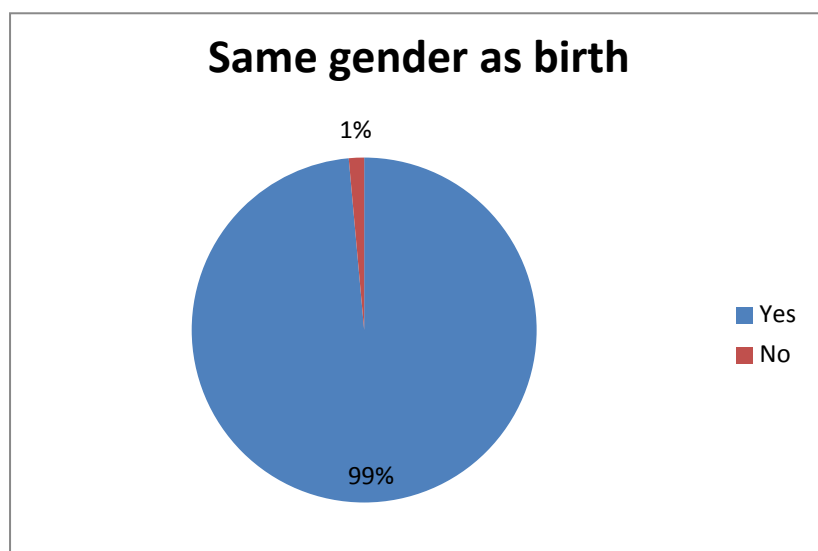
There were no comments received in the main body of the questionnaire related to religion.

### Sexuality



There were no comments received in the main body of the questionnaire related to sexuality.

## Gender reassignment



Ninety nine percent of people who responded to this survey are living in the gender that they had at birth.

There were no comments received in the main body of the questionnaire that were related to gender reassignment.

## Focus groups

Four focus groups were set up with support from Sefton@Work colleagues, Sefton CVS and People First Merseyside. The aim of the focus group sessions was to:

- Find out from you what the important things to focus on are
- Understand why you think these are important areas
- Understand your preferred way of receiving information and what we can do to make this easier

At each session, the questionnaires (in the Easy Read) versions were used as a guide and completed during the session. An interactive 'game' was devised to help people identify the Key Opportunity areas and these were explored in more detail using a set of questions and probes. An additional question was asked at the end on communication and awareness to understand more on how people currently hear about jobs and what their preferred method was.

The feedback was captured as below:

Wednesday 18<sup>th</sup> April 2018

People First Merseyside (11 participants)

<b>Key Opportunity</b>	<b>5 (very</b>	<b>3 (in the</b>	<b>1 (not very</b>
------------------------	----------------	------------------	--------------------



	important)	middle)	important)
Housing	10 votes	1	0
Tell people the good things about Sefton	11 votes	0	0
Better Paid Jobs	9 votes	2	0
Education and Skills	8 votes	3	0
Roads and Transport	10 votes	1	0
Faster internet	9 votes 4 -1 votes	0	1
Health & Wellbeing	11 votes		

Gaps:

More funding for advocacy in Sefton

Customer Service needs to be better, especially with people who have a Learning Disability

Members scored “Health and Wellbeing” as their priority for the borough.

But members did focus on jobs too and said if you aren’t in work you feel:

- Sad if you are home all day.
- Feel lazy and sick.
- Stops us having heart attacks and Long Term Conditions
- It’s harder to get a job if you are special needs/disability. People with Learning disabilities do not get the job before other people who do not have a LD
- People with special needs feel they need to tell lies on application forms so they can get an interview.
- Employers won’t even interview you if you declare a problem. They should ignore that people have a disability. People should not be discriminated.
- Even with qualifications it’s still difficult to get real work experience. People need a chance to get experience so they can get a job.
- They would like more chances for people with additional needs.
- Companies need to understand more about employing people with special needs. Managers need to accept what a disability is and know a bit more about how it is in an interview for someone who has a disability.
- Can employers get some training to employ people with disabilities?
- Working can change your lives
- “I am a qualified sewing machinist and have certificates but not able to get a job. I have evidence of work and skills and a reference from a college, but do not help. Give people a chance”

Wednesday 2<sup>nd</sup> May 2018

Strandbyme Health and Wellbeing Shop (4 participants)

Key Opportunity	5 (very important)	4	3	2	1 (not very important)
Housing	2	1	1		
Tell people the good things about Sefton	1		3		
Better Paid	3			1	

Jobs					
Education and Skills		3	1		
Roads and Transport		4			
Faster internet	1	3			
Health & Wellbeing	3			1	

#### Gaps:

- To get people in full-time employment and off benefits
- The elderly generation and people with disabilities
- More social clubs for young people in Sefton – day and evening

#### Jobs

- There are not enough jobs out there at the moment.
- Low paid jobs impact on benefits and being able to pay for nurse fees
- There needs to be more awareness of Sefton@Work and the support they offer
- When looking for jobs – people with disabilities/partially sighted are disadvantaged
- People who want to get a job do not get a response back from employers
- People want 'proper jobs' – feel cheated about the system
- Being a volunteer is sometimes better than a job

#### Barriers

- Having a disability/epilepsy is a barrier
- Some people don't like to travel
- The pay can be a barrier – needs to be able to support self and family
- Full-time employment will help to become independent

#### Health and Wellbeing

- Support for people with mental health – more advice needed. People are listening but not necessarily doing.
- People who are not working get isolated and can get depressed – don't go out – get in a rut
- Part-time work for some people is better – working a few hours a day – full-time work can be tiring.

#### New housing

- Some people want to move out and be independent – more supportive living in Formby.
- It's the type of housing that is available.
- The local environment is getting more run-down – windows getting smashed. 'makes me feel scared and not safe' (ASB)
- There is not much choice with Housing Providers

#### Communication and Awareness

- Currently hear about jobs by:
- Phone, Internet, Universal Job Match, Indeed
- There are language barriers – some jobs that are advertised are worded in a way that we don't understand what they mean.

Thursday 4<sup>th</sup> May 2018

Sefton@Work Clients – Bootle (5 participants)

<b>Key Opportunity</b>	<b>5 (very important)</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1 (not very important)</b>
Housing	3	2			
Tell people the good things about Sefton		3	2		
Better Paid Jobs	3	2			
Education and Skills	3	2			
Roads and Transport		5			
Faster internet		3	2		
Health & Wellbeing	2	3			

#### New housing

- Being able to move, i.e. from a two bedroomed property to a one bedroomed property
- Think about converting properties, rather than building new properties
- Should be able to stay in the area you are living in – but a chance to move also, if needed
- If the area is improved and the quality of living accommodation is good, then this helps people feel better
- Housing needs to be affordable. Bootle and Sefton are low income areas so need affordable housing

#### Jobs

- Would prefer jobs to pay more money than the national minimum wage
- Ideally you need a job that suits current needs and then have the opportunity to progress
- Developing skills and experience are building blocks to getting a (better) job
- Money is important as you need to pay bills. Having a decent wage helps to improve self-worth – feeling valued
- Low pay affects benefits
- A variety of businesses need to be in the area – more diverse shops in The Strand

### Education and skills

- Need to invest more in people
- There should be more places like Sefton@Work
- It's about having the right skills
- On the job training is important – but it will depend on the job. Example – “in a previous employment, 70% was on the job training – I learnt about people's medical conditions and how to handle things/different situations”

### Roads and Transport

- Public transport is needed to be able to get to jobs, including jobs that are after-hours (shifts)
- Some jobs are not economically viable because of travel and shift patterns
- Some people can't afford to run cars

### Internet

- The internet as a whole has some positives and negatives

### Health and Wellbeing

- Not being in work can have an effect on physical, mental and emotional health. It can lead to depression and affects self-worth and confidence – feel useless and not be able to contribute. Its difficult having to cope with something (being out of work) when it is something you haven't done before.
- There is a little bit of pressure to work because of the benefit gap and family demands
- “I enjoyed work, but circumstances at work affected me physically – demands from employers and extra responsibility – which meant I had to leave work and start from scratch”

### Communication and awareness about jobs/courses

Hear about jobs/courses from:

- Newspapers
- The internet
- The Job Centre
- Sefton@Work
- Social Media
- Emails
- Job search sites

Friday 5<sup>th</sup> May 2018

Sefton@Work Clients (Southport) – 4 participants

<b>Key Opportunity</b>	<b>5 (very important)</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1 (not very important)</b>
Housing				4	

Tell people the good things about Sefton	3				1
Better Paid Jobs	3	1			
Education and Skills	4				
Roads and Transport	1	1	2		
Faster internet	3	1			
Health & Wellbeing	4				

### Housing

- The current housing stock should be refurbished. Old buildings should be adopted. New build homes are like dolls houses. New build estates are spread about which results in a lack of community.

### Telling people about the good things about the borough

- More advertising needed for events. Southport needs a university to attract young people
- Lord street is full of empty shops – people need to go home with a positive experience.

### Better paid jobs

- The barriers are – more training and education provided by the employer and more training provided that is higher than level 1.
- Southport has a high care sector with low pay. Also it is mainly tourism jobs that are available.
- It needs to be a mixture between training on the job and training before getting a job. And different types of training should be available.
- Pay, progression and working conditions are all important.
- Would like the opportunity to do courses whilst working to help self-development and there isn't much opportunity to do that. "I have a 16 hour contract – with no set days/times. I find out 3 days before when I will be working the next week, so I find it difficult to take up training or commit to anything".

### Skills and education

- More work skills/training in Southport.
- Getting the education right at an early age helps as people can progress as they get older.
- There should be access to education for all ages.
- The Liferooms in Southport is a nice environment and they do an employability course there.

### Roads and transport

- The train links are good generally. There is a lack of public transport in rural areas. There should be more use of minibuses or small 'comfy' buses.
- Transport links to Liverpool are good.
- The cost of travelling can be a barrier for some people.
- "I work nearby, so I walk"
- Some people don't drive, so it limits the possibilities

### Internet

- Everything has to be done on the internet now when applying for jobs/benefits.

### Health and Wellbeing

- It's good to have the 'feel good factor' – if people feel good about themselves, it helps.
- Not being in work affects what you can afford. Mental health issues are rising – need to have people who can support you.

### Communication and awareness

- Currently use the following to find out about work and courses:
  - Internet
  - Sefton@Work Advisors
  - Work coach at Job Centre+
  - Jobs in shop windows
  - Liferooms - outreach

### Business Focus Group

Twenty businesses attended a Business Focus Group in Bootle Town Hall on 19<sup>th</sup> April at a special event organised by InvestSefton. The Council's Executive Director led the discussions outlining the rationale for the economic strategy which sets out Sefton's key priorities, challenges and opportunities and plans for future growth. Businesses were also advised how the strategy links to the Liverpool City Region Single Growth Strategy and the council's own Public Sector Reform and Economic Growth and Prosperity objectives.

A number of thematic areas for consultation have emerged including **business growth, enterprise, investment, innovation, job creation, physical regeneration, the coast, town centres, infrastructure, skills, employability and the social economy.**

### Feedback

The group were asked if they broadly supported the broad aims of the strategy; **the general consensus was that the strategy captured all the key opportunities** but in terms of moving forwardt **"there needs to be a robust implementation Plan"**.

Businesses were advised that the council was at a crucial stage of developing its Action Plan

for Growth but was not yet in a position to share. This would form part of the next steps in terms of finalising the strategy.

The Council's role in the strategy is to act as a key enabler and commissioner; other organisations and institutions also need to share responsibility in the key thematic areas.

Businesses were also advised that there are three Investment Strategies that focus attention on three distinct areas of the borough.

Other key questions/comments/observations are summarised below:

*"More joined up thinking required, strategy lacks depth and requires plan of action"*

*"There is a disconnect in Southport with the council.....the retail offer is dismal.....A key retailer David Robinson Jewelers' is now leaving"*

*"Strategy is quite generic in content but Sefton's uniqueness is its diversity focusing on Southport/Crosby/Formby and south Sefton (Mini-economies); more attention is required in terms of distinguishing these areas, also our proximity to Preston/Lancashire"*

*"Southport is a great dormitory town to places like Preston, we should use this to generate residency in the area".*

*"We have contradicting objectives in that we want to increase visitors to the area but the visitor economy itself is a low wage sector, something we want to change"*

*" Our Chamber of Commerce is a waste of time and poor.....Chambers should be fundamental to growth.....Why doesn't the council take over Sefton Chamber like Wirral Council has done"*

*"We need a 'beacon' of a place where businesses can go for support"*

*"Housing development seems to be getting pushed on us and there is an imbalance with available land for business"*

*"Health and well -being needs more focus and clarity.....needs joining up.....need to engage NHS, colleges, FE etc"*

*"The Business element should be the heartbeat of the Strategy and education is needed to help support that and the pressure of housing is being pushed into the Strategy.....There needs to be a balance between land for business and land for housing".*

*"Need to address support for young people,59% classed as NEETs including a range with social issues, need to break the cycle of school leavers not moving into employment"*

*" in the USA NEETs are referred to as Youth Opportunities and businesses proactively seek to support and mentor.....there is a different mentality and approach"*

*"Business and education, skills and training need to work and talk better together"*

*"Sefton Education Business Partnership which was originally set up by the council offers support in this area"*

*"Graduate retention is key.....Sefton and LCR losing large numbers of graduates moving away from the area"*

*"Skills and training are important for being job-ready"*

*Sefton@work have recently supported 100 people into ILM employment, mostly those*

*furthest away from the labour market.....Careers Connect also focussed in this area offering an array of solutions....joined up work is evident in this area*

*“People not prepared to travel to work even from Maghull to Southport.....this is an endemic issue that needs to be addressed”*

*“Funding elements are critical”*

*“Sefton should have its own media creative centre”*

### Letters of representation

There were three letters of representation received and one respondent who completed a questionnaire included additional comments. These are available as background documents. The main points from these representations are:

#### **Crosby resident/stakeholder**

*“ the framework is welcome in broad terms but overall reads as if it has rather been pulled off the shelf.....the concept of ‘Inclusive Growth’ and the accompanying ‘framework for action’ could have been written about anywhere, so what is special/specific to Sefton and what is its unique selling point (USP)?”*

*“...there is need for an update summarising how the various national, regional policies and strategies impact Sefton”*

*P4.6 “ No reference to the SHELMA study, What has been the impact of the SHELMA study on Sefton?.....does Sefton have an adopted Asset Management plan?”*

*P 4.13 “the role/potential of Southport Town Centre as an economic driver needs further consideration, there is an urgent need to rethink Southport’s retail offer”*

*P4.17 .....”considers Strategic Transport Investments but does not appear to recognise nor consider the implications for Sefton’s economy of TfN’s ‘Major Road Network for the North’; ‘Port Connectivity Strategy’, ‘The Freight strategy for the North (led by Merseyravel)’ “ ‘Port of Liverpool Rail Strategy”*

*Delivery tactics: ...strategy needs to be translated into and followed through with a consistent and systematically monitored Programme of Action”*

*P4.20 “ Digital-There are emerging aspirations and policy initiatives from the Metro-Mayor of the Liverpool City Region”*

*“Consideration should be given to:*

- Metro-Mayor ambitions/initiatives for post 16 (tertiary) education*
- The impact of Sefton’s ageing population on labour supply and on the quality of workforce as it increasingly ages*

*“ Generating new sources of finance to support growth- p5.14 & 5.17: There should be explicit recognition of the role of the council as an ‘Enabler’. How the Council makes use of its own assets-land and property; land assembly assistance; use of Prudential borrowing etc.....this will play a key part in delivering elements of the Sefton Economic Strategy”*

*“ Repositioning and Re-profiling Sefton-Environmental Coastal assets should be seen as a*



*key driver of this process”*

*“Other-There is a need for a bibliography and glossary of terms”*

### **Waterloo resident/stakeholder**

*“.....No consultation has yet been held with local residents on funding for the CLAC.....the CLAC is a fine facility.....there would be synergy between ‘Another Place’ and the CLAC were the latter to be adapted to act as a visitor centre for the former, with the exploration of art work and appropriate souvenirs of the district, its historic links and heritage”*

*....”The Coastal Park is a valuable Green Asset and will be all the more important should the Council fail to overturn the short-sighted vandalism proposed for Rim Rose Valley”*

*....” Elderly and social care-Council should emphasise opportunities for third sector providers.....is there any way the Council can be more generous with funding for care facilities so that the private sector would respond with new businesses”*

*....” Sefton or the Combined Authority could adopt a policy similar to GLC in the 1970’s by providing mortgage finance to young people to help revitalise older housing stock?.....*

*“Sefton has a fine record of attracting investment, the draft report has failed to acknowledge fully the progress made in recent years”.....*

### **Southport Business**

A Southport based business produced a detailed response to section 2: Creating and growing Local, Private & Social Enterprise. The response is comprehensive and has attempted to link proposed key actions to the strategy:

**Strategic Objectives** - *Our overall strategic objective will be to increase our wealth creation capability and improve economic performance by:*

- 1. Delivering inclusive growth and providing world class business support solution*
- 2. Maximizing the number of successful high growth potential new business startups*
- 3. Maximizing the number of businesses achieving sustained growth*
- 4. Maximizing our HE institutions contribution to improving the performance of our economy*
- 5. Become a beacon of best practice for economic regeneration*

### **Objective**

*Sefton needs to grow the business base through creating and growing new private and social enterprise. It must embrace growth and ambition across the business base, and provide more focused intervention to realise potential where it is considered greatest, which may include key opportunity sectors and target geographies*

### **Priority Actions**

- *Introduce improved new business startup workshop and business mentoring program targeting key opportunity sectors and scalable companies which have the greatest potential for growth*
- *Ensure the physical infrastructure to support start-up activity is in place, including serviced workspace, incubation space and associated support and facilitation*
- *Provide world class business support solutions that will enable our high growth potential businesses to build capability, embrace best practice, improve productivity and ensure they are delivered by people who are the best in the business*
- *Work with our HE institutions and businesses to help eliminate skill shortages*
- *Ensure all our businesses take full advantage of Industrial Digital Technologies associated with 'Industry 4.0'*
- *Strengthen relationship between our HE institutions and high growth businesses to enhance knowledge transfer, technological development and commercialization*
- *Establish effective processes for sharing solutions and best practice between collaborating businesses*
- *Fully exploit the opportunities present by reshoring*
- *Fully exploit the opportunities present by existing manufacturing businesses looking to set up operations within the borough / region*
- *Simplify and rationalise administration of business support services to improve communications, add more value and build a stronger relationship with the leaders of our high growth potential businesses*
- *Ensure Sefton's social enterprise businesses build their capability and exploit opportunities for growth, including those presented by public sector reform.*
- *Increase the number of exporting businesses and value of exports in Sefton*

## **Appendix 1**

### Comments on the three Broad Aims of People, Place and Productivity

This will be especially important as the HMRC are leaving Sefton for Liverpool. This is going to have a massive impact.
Saying this is OK - it's doing it
Yes, I strongly agree that there needs to be more housing and more jobs in Sefton to help people get better jobs and better housing
Yes, I would like to get in a full time job when I move over to Universal Credit. Then I would like to on the rent to buy scheme by getting a house
As a Sefton person, I don't really agree that there are better paid jobs and businesses
Investment in place making is top of my list. Add to their attractiveness and much follows. Your idiosyncratic use of the word 'productivity' is unusual. You want better, more remunerative work, but although easy to call for, it is not easy to create. Putting residents at the heart of the economy is laudable, but it should be appreciated it is worth doing for its own sake. The education and training benefits locally and externally for the rest of the country,

not just for our borough.
Bring more work placements and training to Southport
These all need to be looked at as a whole if Sefton is to succeed in delivering the ambition of the Economic Strategy.
Nothing on Internet Connectivity in Crosby, Bootle etc. We are moving 24 jobs out of Sefton into Liverpool next months because we simply cannot operate on the slow speeds we have now, as a digital business, this no doubt will be consequences for the indirect jobs.
The language used in this diagram is not very accessible to enable a fuller comment
Really exciting strategy - it will be essential to deliver bold actions to really bring it to life. Very positive to see creative and digital brought out as a priority sector - embracing this could be transformational for the area.
I agree with the broader concept that there has to be economic growth to sustain healthy, viable communities but find a lot of the literature to explain and promote these concepts repetitious and with a lack of sincerity. Reading the framework I find the term ' well-being ' overused and of little relevance in connection to residents in my locality where we have seen planning permission in the past being granted to anyone and everyone in order to fill every space available in a very small and condensed area. This 'economic development' is Slaidburn Industrial estate which nestles into a highly populated residential area and causes nothing but problems. Planning has given no consideration in the past to resident's well-being. Commercial enterprises would be more acceptable but engineering companies etc. with all the attendant noise and other pollution should be in other peripheral areas, NOT amongst housing.
Support for business is crucial if Council is serious about its growth ambitions
Wellbeing, call it happiness if you like, should be the key aim. All I can see is blueprint for more of the same strategies that never get us anywhere
To many assumptions have been made not enough detail and changes in council policy to bring in new businesses, commercial growth for existing private enterprises and new horizons for all residents.
We are particularly interested in ensuring there is sufficient efforts in growing the local visitor economy. Unfortunately due to the high level of visitor accommodation being developed for low cost Houses of Multiple Occupations this has diluted availability for beds servicing the conference and tourism market. Sefton Council needs to seriously consider the effect this will have in developing Southport as a visitor attraction, there appears to be a lack of understanding the visitor economy is not entirely focused on Lord Street. The number of empty shops in Lord Street reflect the lack of local economic growth. Indeed, when compared to other resorts in North wales for example, local councils appear to take an active part in growing the visitor economy. Llandudno has a vibrant economic "buzz" with very few empty shops in the main pedestrian areas.
While the aim may be valid the potential for achievement is so unlikely as to make it ridiculous.
The aims are on the whole agreeable however they are broad, wide ranging and as such can they actually be achieved?
Growth must mean more traffic on our roads and this means roads on valuable green space
Focus on investment the rest will follow
Our borough strongly needs investment. Some parts of Sefton have been forgotten which is sad. Hopefully with the 2030 plan more investment and strong will of people the borough can hold its own again in the future
The framework is not ambitious or radical, perhaps best described as 'safe' or 'risk adverse'.
But it needs more detail on how internet will be "fixed" and a firm plan around that with demonstrable action points we feel.
Knowledge is key, the people of Section understand their environment, and have a good holistic eye for our future pulse.
I broadly agree with the basic aims of the Framework for Action, but I feel it was compiled with unnecessary attention to language which distracts from the content.

<p>A strong strategy which covers all the key areas. For it to be truly bold and brave, innovative approaches and tangible actions will need to be taken. Pleasing to see that creative and digital is identified as a focus sector - as embracing this could be transformational for the area.</p>
<p>I think the strategy is very worthwhile but too generic in many respects. I believe that a more direct style of urban planning is required to make sure that communities are well designed and we don't wind up with fringe housing estates with few facilities, inadequate employment areas, desolate town centres and overstretched health and education services. The three parts of the borough are distinct and each probably needs a markedly different approach. And we should not be afraid to look at best practice elsewhere. Can Teesside offer lessons to Bootle; could Haslemere be a model for Formby; is Harrogate an example for Southport to study?</p>
<p>Understanding that all aspects are linked. Most important aspect for me is developing estate and infrastructure designed specifically for digital business yet making it affordable for SME and start ups</p>
<p>It needs doing as soon as possible.</p>
<p>This strategy needs to be integral with the Liverpool City Region strategies given that Sefton is part of the wider functional economic geography - An integral strategy should drill down to the local authority and focus further on the realising of the Liverpool City Region priorities and the unique offers and challenges of the local authority. Sefton as one of the key partners in the Liverpool City Region Combined Authority is not really set in context and very little mention of the benefits this can bring and subsequent recognition of the activities being undertaken at this level of which Sefton is an integral part. 2.18 / 2.19, no mention of membership of Combined Authority, Liverpool City Region Skills Strategy, Skills for Growth Action Plans, Apprenticeship Growth Plan, Local Area Review (and the impacts this is likely to have on delivery) and the devolved Adult Education Budget. 2.21, no mention of the Skills for Growth Action Plans of which Digital Skills is a specific one. 4.13, no mention of Southport BID in this section or the Visitor Economy LEP lead. 4.30, this should build on the Local Area Review and harness the changes this will bring to delivery going forward - should mention the Liverpool City Region Skills Strategy and the Sector Skills Data which gives valuable information relating to replacement demand and potential future job opportunities which should feed into FE provision going forward. 4.36/4.48, no mention of building on the Raising Participation Age agenda, AEB devolvement. Also no mention of Apprenticeship Levy for larger companies and the opportunities this can bring. In "Priority Actions", "Delivery Tactics", there is a strong Sefton focus on provision. Apprenticeships (4.49) and Guidance (4.50) are well recognised in the report, but the role of Liverpool City Region delivery set out in the Skills Strategy Plan (which is not mentioned) needs to be included with AEB, the Apprenticeship Hub and the planned Careers Hub. A casual reader would assume that Ways to Work and Youth Employment Initiative are Sefton initiatives. Good to see focus on Households Into Work as a Liverpool City Region initiative, but no recognition of opportunity for further devo asks to respond to shared challenges. The focus on graduates is important but misplaced as it focuses on graduate retention (4.46) without reference to creating the necessary graduate level jobs. Some images or case studies of various aspects of Sefton's economy would help the readability of this document. Charts breaking down the sectors of the economy and types of businesses would also improve understanding. Good to see a focus on Inclusive Growth, but there is no mention of the gaps faced by those marginalised demographics of gender, race, and disability; with no approach to narrow these gaps. This inclusive growth needs to recognise the importance of well-being, be accessible and not increase car dependency.</p>
<p>Skills-Education and young people being prepared for work</p>
<p>I agree with the broader concept that there has to be economic growth to sustain healthy, viable communities but find a lot of the literature to explain and promote these concepts repetitious and with a lack of sincerity. The literature, as often does, appears to be a 'one size fits all' commissioned piece. Reading the framework I find the term 'health and well-</p>

being ' overused and of little relevance in connection to residents in my locality where we have seen planning permission in the past being granted to anyone and everyone in order to fill every space available in a small and condensed area. This 'economic development' is Slaidburn Industrial estate which nestles into a highly populated residential area and causes nothing but problems. Planning has given no consideration in the past to residents well-being .Commercial enterprises would be more acceptable ,but engineering companies etc. with all the attendant noise and other pollution should be in other peripheral areas ,NOT amongst housing. I am concerned about some of the points made within the Economic Strategy Framework for Sefton literature:- I e.4.30 DELIVERY TACTICS 'Ensuring that the planning system operates as efficiently and positively as possible to minimise delays and reduce barriers to development' My concern here is that it suggests that planning consideration will not be given due diligence and any recommendations to mitigate potential problems could be overlooked by the need to ' push things through' PRIORITY ACTION AREAS Identity - the priority here appears, first and foremost ,to serve industry and this has been apparent in previous planning applications and approvals where the overriding factors have been to sanction business development at any cost to surrounding neighbours. What confidence does this give communities that their needs will not only be listened to but taken into account more proportionately in the future? Our neighbourhood has, at last, seen one planning application refused, but it has taken 4 years from everyone's lives to achieve this and could have been avoided by Sefton planning observing their own identified concerns prior to granting approval. Ensuring (4.30) that the planning system operates as efficiently and POSITIVELY (positively on whose behalf ?) to ' minimise delays and reduce barriers' to development does not bode well in relation to Sefton's concerns to its residents health and well-being.

I agree with the concept of the framework and the need to look toward future economic growth. However, having read the Framework I am concerned with some of the proposals which I perceive to be weighted in favour of industrial growth i.e. engineering etc. and the recommendation that (Delivery tactics 4.30) " the planning system operates as efficiently & positively as possible to minimise delays and reduce barriers to development " - I feel this rush to push through planning approvals may compromise and measures to mitigate problem applications. .Sefton is a large and quite diverse area . I live in Southport and have experienced the encroachment of B2 class industries being squeezed into (at any cost) highly residential areas. The Economic Framework asks about identity. Southport identifies strongly as a leisure destination - an area where people from industrial Ares escape TO. Sefton as a council need to be more mindful about how and where it develops new enterprise. The Economic Framework uses 'buzz' words such as 'Person centred' 'Health and well-being' etc. Sefton council needs to recognise the connection between health and well-being, economic growth and its planning decisions. It needs to enshrine in any recommendations, a way to resolve existing problems along with developing new models for the future.

The aims listed are great, let's see them come to fruition.

One aspect that seems to be missing is what we can do to help ourselves by spending our (the Council's) money within Sefton. Accepting that we have to take into account the overall cost there is a value to retaining spending within the borough in terms of it then being spent locally - should we take this into account in our spending?

I think there needs to be greater emphasis on the links between economic growth, health and wellbeing and sustainability - in terms of growing the economy whilst cutting (limiting) greenhouse gas emissions. For the national view this is set out in BEIS Clean Growth strategy <https://www.gov.uk/government/publications/clean-growth-strategy/clean-growth-strategy-executive-summary#next-steps> I see in the 'wider social value measures' it does reference measuring 'Progress in reducing or limiting growth of carbon emissions by type of activity', yet I think in such a high profile and ambitious document it should provide context to wider benefits of minimising the negative environmental impacts growth can bring and enhancing the positive opportunities for residents and business.

Needs to be more emphasis on proving business support services that help improve capability and performance of our SMEs that have most potential for achieving significant growth

Overall, the Strategy comes across as being rather general and could have been written for almost anywhere. It needs to be much more 'Place' specific and tackle in a much more detailed way the implications of certain major developments, e.g. the Liverpool 2 Superport ; the impending relocation of HMRC away from Bootle Town Centre; changes in retailing and the impact on town centres. It is poor on context, e.g. the Government's Industrial Strategy; the 'Northern Powerhouse' Independent Economic Review for Transport for the North; the LCR LEP's Economic Strategy, the SHELMA, and the implications of all of these for economic development in Sefton.

## Appendix 2

Comments in connection to the Key Opportunity areas

But do they listen and do they provide it or is it a one way system.

You run new housing and employment development into one category which will steer the responses to this questionnaire. I would rate employment as a '5' and housing as a '3'. Improving the existing housing stock would rate a '5'. Much of Sefton is high quality environment, except for areas of Seaforth and parts of Bootle. Council investment should enhance distinctiveness of place. A small outlay on attractive signage for instance, disproportionately enhances the environment. Public money for Buxton's restoration of its Conservation Areas was matched 2 to 1 by private investment.

If there was more integrated delivery across the LCR then not everything would need to be delivered in Sefton.

Each point in the categories above is of high relevance. However, as I have already commented the last point in relation to ' Health and well-being ' needs to be considered more by the council during its planning processes. Myself and neighbours have fought hard with companies and council bureaucracy to achieve levels of health and wellbeing which council literature past and present (as in the framework) promote but did not uphold. There has been a lack of development in all areas but can we PLEASE have growth which is meaningful, well thought out , creative and sustainable . There is also talk of cultural needs and growth. Where are the local libraries- SHUT. What happened to the beautiful museum in the Botanical Gardens ,Churchtown- SHUT The Town Hall ,where many wedding events occur- filthy and screaming out for a coat of paint and the glass display boxes pinned to the wall filthy and containing yellowing, Sun scorched paper. These aren't necessarily tasks that require framework, meetings and never ending levels of beaurocracy. Visitors/Tourism - I wrote a letter (of disgust) several years ago about Southport's filthy streets and its visually depressing vista when walking out of the train station. I received a very robust reply from the Mayoral office. However, the multi ownership of the station complex appeared to create difficulty in allowing any development of the concourse. Filthy footpath running between Morrison's petrol station and the swimming baths -strewn with plastic bags, wine bottles, beer cans and observed on a flower show day when walking through to the park. Apparently the council do not know who has responsibility for this. Overall, Southport is a beautiful place where I have lived for 40 years and there are some good initiatives. There needs to be a balance, but it is not seen as an industrial area. It is seen by many as a place to escape to FROM an industrial area. We should concentrate more on commerce, education and developing an overall place of well-being for both residents and visitors alike.

Find ways to bring people together

Better commuter links (fast train service) to Manchester and Liverpool will bring access to higher paid jobs to local residents and bring higher earners to Sefton. Better cycle routes within Sefton (it's ideal it's flat!) and good public transport will ease traffic congestion and improve health of local residents. More focus and support for start-ups. Better digital

infrastructure is important here.
5. I think Peel Ports & Mersey Rail/Travel should make bigger financial investments into Sefton. 6. How can you improve digital infrastructure, there are so many projects and support for technology in Sefton, but we know we must keep up with the advancement of technology. 7. How can Sefton tackle health and well-being, for the people who live in the South of the Borough, residents don't know what pollution is pumped into the air at night and never will,
All fine targets but we need to remove existing political dogma and current council strategies to have any chance of realising these well-meaning aims.
Employment - this will bring people into the area to work which will in turn benefit the local economy as new money is spent within the area.
Our roads are at capacity now
Have read the document I acknowledge the (possible unique) diversity of the borough both socially and economically means this is a difficult plan to pull together and means pressure on limited resources is exacerbated
Investment is the catalyst as is good transport and connectivity, there needs to be more emphasis on the immediate needs as some of the rest will follow naturally
All the points above are all relevant for Sefton We are lacking in a lot of the above points
There is already too much housing development within certain parts of the Sefton borough - as there is insufficient infrastructure in place to cater for the number of people who already live in the area.
Internet infrastructure is key to obtaining the region's economic growth we feel, one that is independent and not using BT, Virgin or any national providers.
The strategy is very expansive. Each area is important but the ability to deliver quality across all simultaneously will prove elusive. The first two areas would give strong foundation for generating the income to deliver the others.
Transport is a big one, the importance of access and exit smoothly transitioned. Adequate parking where it is needed.
There needs to be a greater emphasis on how vulnerable people are protected and provided with the support they need. Spending on economic growth should not be prioritised at the expense of the vulnerable
With reference to education and point 4.49, I would suggest that it should be incumbent on business to provide work experience placement to post 14 students. It should not be a case of schools compiling their own lists of employers. Students on vocational courses post 14 should have at least one day a week on placement to enable them to develop a realistic view of the range of opportunities available to them, to begin to learn the full demands of work and, for the employer, gives the opportunity to shape the future work force and indeed the possibility of a "prolonged interview process" where they have the chance to select and guide the best students. Controls will have to be in place to prevent abuse of the scheme, both employers using it as a source of cheap labour or students as a rest day. Parents must take some responsibility for this. In order to get our graduates to return to the region more companies should offer sponsorships. The current situation with regard to student fees and the cost of accommodation is ideally suited to this. Companies get payback through summer and work placements with 'their own students' when they get the opportunity to further shape them and a guaranteed period of retainment following graduation.
Everything is vitally important. My particular interest is transport and it is evident that Sefton Council is not being proactive enough in making the case for infrastructure and connections. The loss of the Southport-Manchester Piccadilly rail service is an example, and we should have been strongly promoting the A570 upgrade to dual carriageway.
The overall project should be achieved in phases. Get the infrastructure right, change/increase local business which will then create demand and support additional housing. To look at increasing housing first potentially creates more issues. More people to find jobs and of course educate but no way of achieving these goals. The percentage of Sefton residents not in higher paid jobs in the area will only decrease!

Education as to keeping the area clean as safe should be a top priority to attract business, growth and prosperity.

The action areas are all important. In terms of the agreed Liverpool City Region growth sectors: • Advanced manufacturing is not mentioned, despite the opportunity in Liverpool 2 for an International Exemplar for Marine Ballast Water Treatment, CNC Robotics, and Mast Group. • Digital and creative is highlighted, with good exploration of how borough can contribute to digital economy (particularly 4.20, 4.21, 4.22, and 4.23). Minimal mention of creative. • Financial and Professional Services and briefly mentioned, but with no drill down into Sefton's unique offer in being national headquarters to Santander. • Health and Life Sciences is not mentioned, despite opportunities evident with Mast Group. Also not mentioned is the Grant Funding Agreement that Hugh Baird College are close to agreeing a for a pioneering £3m Health, Engagement and Training Hub to deliver a training academy and base for Levels 1 to 6 Health and Social Care training delivered in partnership with Mersey Care. • Low Carbon Energy is not mentioned, despite a Sefton Carbon Management Plan. Key failure to mention: o On shore investment in local FE colleges (Skills Capital) o Priority Area Zone identified in Sefton for onshore commercial wind potential o Current 10 MW of operational large scale wind turbines at Seaforth Docks o Potential Southport and Formby DGH scheme o Bootle Docks Biomass energy plant. • Maritime and logistics is highlighted, with good exploration of how borough can further contribute to Liverpool City Region growth. Mersey Reach's developer Chancerygate is misnamed as Chancery Gate. • Visitor economy is mentioned, but this does not widely explore and exploit all of Sefton's offer, key failure to mention: Sport: Aintree and conferencing, Golf and the Liverpool City Region golf coast, Southport FC's new stand and conferencing; Tourism - National Trust Formby; Hotels and Spas; Southport as "England's Classic Resort"; No mention of Marine Park, cited in the key Liverpool City Region Visitor Economy Strategy and Destination Management Plan: comprehensive development of the Marine Park site to provide a regional visitor attraction ; Sefton Coastal Path; Southport Pier; Southport Pleasureland; Dune Splash World, The Atkinson

Education/training linking in better with local business

A place to LIVE and VISIT Southport identity is not in my opinion, synonymous with industry. Its heritage and culture has been built on holiday makers and day trippers. A population that wants to escape FROM industry, not live amidst it or be visually surrounded by it .An erosion of culture and high quality retail / accommodation has taken place along with services. Some of this is obviously due to trends and 'perceived' progress. Some is due to bad policy making by government and councils. - LOCAL LIBRARIES - closed - BOTANICAL GARDENS museum, Churchtown - closed - TRANSPORT (bus) - taken off /re-routed/unreliable - LOCAL HOSPITAL - facilities reduced - PODIATARY SERVICES - several months wait /currently waiting - SOCIAL SERVICES ASSESSMENT - several months wait/ currently waiting - GP APPOINTMENTS (seldom used) - redirected to Ormskirk 'walk in'(x3) I do not think the above illustrates the quality of service or infrastructure that the current population deserve in order to support their Health and Wellbeing. Sefton need to be addressing these existing problems before encouraging further housing development and population growth.

All of the above points (Q1) add to the quality of both individuals and community. However ,there is little evidence of how infrastructure will be developed to sustain a growing population with increased housing and employment .Although some of the present deficits are a combined result of both council decisions and governmental policies a radical overhaul and expansion of services would be necessary:- TRANSPORT (bus) - there has been a steady decline in reliability - some services have been cut/ re-routed HEALTH AND WELL-BEING - Regarding health and access to services. My 86 yr old aunt diagnosed with diabetes and registered with severe visual impairment has just received a Podiatry appointment after 5 months. She is still (after 5 months) awaiting a social assessment and cannot, as yet, access services to which she's entitled. I have rarely used my GP surgery/ resources but on the last 3 occasions have been told there are no



<p>appointments and to go to the 'walk in' centre in Ormskirk. Will new surgeries be built and staffed. Will there be more resources to meet these demands as they cannot with the present population PLANNING DECISIONS have a huge impact on health and well-being. These decisions have been detrimental to people's health and well-being to date.</p> <p>EDUCATION -</p>
<p>no road through Rimrose - better to be unemployed rather than killed by yet more roads</p>
<p>Employment development is essential for growth but you don't necessarily need to "regenerate" a whole area. Investment in current housing stock &amp; residents is vital too.</p>
<p>All of them are important and to some extent interlinked so it is difficult to prioritise between them. I would be more inclined to look at geographical targeting of resources to reduce inequality.</p>
<p>Need to beat the vicious circle. jobs by Strand lost, less people use Strand, more people lose shop work jobs. shops close. Thus the Council needs to find activities that will bring people back. People will head to Liverpool. Better, safer environment, little difference in public transport costs (why get off at the Strand) . Cinema mentioned but Switch Island and Liverpool One Odeon both have their strong attractions.</p>
<p>New housing should include possibly up to 50% for social housing, as this will encourage the local community to believe that the Local Authority also has their interest in mind. Education is very important and the work Sefton is engaged with for apprentices are encouraging. Perhaps Sefton MBC could also enter the field of recruitment as a third party not for profit agency. Tackling health and well-being is a laudable aim but would the LA take a view on a concentration fast food, off licence and betting outlets in a particular area. What type of free enterprise would you be happy to see develop? However, on the plus side Sefton have an Active Workforce team that vigorously promotes the health and well-being of its staff and acts as an encouragement to the wider public. The biggest challenge for Sefton in the coming decade will be elderly care which perhaps is not quite right and with funding pressure may get much worse. The need for more, better paid, high quality jobs is a marvellous aspiration and the creation of a highly skilled and educated workforce is a prerequisite together with a business friendly environment, so it is to be hoped that such groundwork will be sufficient incentive for the type of employers that are sought. Exeter for example has a Scientific and technology Park created for exactly such employers. Other authorities may had tread this path before. Those who live and work in Sefton appreciate the quality of the area and the tourism industry does its share to promote itself. Sefton put great effort in staging events e.g. Flower Show, Air Show, Fireworks Competition etc. and should be proud of what is achieved.</p>
<p>Form closer links between business community, local authorities and academic institutions via LEP Make more effective use of our assets</p>
<p>Regeneration initiatives need to be much more actively pursued, particularly by the use of brownfield land and in Sefton's town and local centres. The potential for economic development arising from the Superport investment needs much fuller recognition and related to infrastructure improvements from TfN's 'Strategic Transport Plan'. The implications (and opportunities!) of Sefton's rapidly ageing population need spelling out.</p>

### Appendix 3

#### Comments on the Priority Action Areas

<p>Businesses are important for the economy</p>
<p>Bring more money/training to the Southport area. Reduce charity shops - encourage more business</p>
<p>To attract and support SME cheaper or frozen rents and rates in The Strand and Marion Square Shopping centres</p>
<p>It is hard to rank them as they are all important however I think that growing existing businesses is the key.</p>

again broadband is key here, not bothered by town centres, its fast broadband which is key, and not BT, we want to see small independents offering Sefton residents and businesses a world class connection
All areas scoring 3 would be totally dependent on the type of new investment and re-profiling. NO engineering in residential areas. We have commercial enterprises occupying beautiful green spaces in Kew and heavy engineering (B2 status) squeezed into Slaidburn Industrial estate with all the attendant activities metres from residential housing. What foresight was given to people's ' Health and well-being' during the planning process on this occasion and there's little ability to rectify these errors. There seems little evidence that Sefton council has recognised the connection between approval of historical planning applications and health and well-being.
Maghull town centre badly needs renovating
One of the best things that happened in recent years, was the NAGs, this gave the communities the support and options of what happened in their area, I am referring to the devolved budget were local people sat on monthly meetings with council staff & local councillors and decided what was needed most in their neighbourhood e.g. Alley gates.
Again who could disagree, but as before council policy requires a complete rethink in its relationship with the private sector. Who decided to have 1 to 5 with 5 as the highest and then 1 to 7 with 1 being the highest? This is a serious document not a test.
All of the above is needed but not at the cost of more traffic
As a local business owner in Southport who has invested to revitalise buildings and now employs 25 local people I am aware the town is at a critical cross roads with regards to economic development. We cannot miss this opportunity as I fear the town may pass a point of no return. We need to attract external, private, creative investment to bring people back into the town. Make the most of our amazing usps and tell the rest of the country
These tick box questions are misrepresenting the responses and whilst useful to an extent they run a risk of over simplifying the principles
No consistency in question ranking - in question number 1 - 1 was ranked low and 5 was ranked high - in this question 1 is ranked high and 7 is ranked low. Likely answers will be mixed up as a result.
Explore the work of 'Challenger Banks' as case studies & who have supported investments in Sefton & Liverpool City.
A difficult list to rank. Much depends on the capability of existing Council staff and partnerships they work in.
Do not agree with over reliance on community to deliver projects at the expense of specialist workers employed by the public service. It will result in poorer outcomes and patchy unreliable service provision. Invest in the public sector and secure jobs for the younger generation.
Section 2 of the strategy refers to areas of growth: the Port and surrounding area; Dunningbridge Road; Southport Business Park. What are the plans for Maghull and Formby? With regard to Southport, what will be the employment mix? There are two further employment areas: Crowland Street and Salidburn Crescent. Crowland Street certainly falls into the category of "older stock and sites to be upgraded or replaced." placing undue train on Slaidburn Crescent. This is a very small employment area, which now has B2 industries with hazardous waste situated no more than ten metres from residential property. Point 2.22 states: "The health and well-being of Sefton's residents are tightly bound into the area's economy." The noise and air pollution hazards of industry at Slaidburn Crescent have huge potential for a detrimental effect on all those living cheek by jowl to the factories. Point 2.12 states that there is also an undersupply of incubator/start up space. I would suggest that Slaidburn Crescent is an ideal area for start-up and footloose industries. It is most certainly the wrong location for B2 industry.
The emphasis on community led social enterprises is commendable but these will tend to be worse paid than private companies. I also worry about how committed they will be to productivity and quality of output. Too many firms working as contractors to local

<p>government are very inefficient with poorly trained staff. How will Sefton ensure it gets value for money? The acquisition of the Strand is controversial and the strategy really says nothing about how this will be justified in the long run.</p>
<p>Main focus on getting business ready first. Close links/relationship/partners with local education can then follow to get people educated and supported into the industry. Digital start-ups getting financial help from Sefton (even through reduced rate office space) should enter into a partnership to support education in the local area.</p>
<p>The action areas are all important. The Bootle designation as Liverpool's Northern Gateway (4.12 and 5.26) could perhaps be better explored in relation to the post-industrial change of the area from blue collar dock work, to 1960s office roles and beyond to the potential to better exploit a housing offer to suit commuter demand, given the area's excellent journey times into Liverpool as an accessible, inclusive location. This should build on the natural and transport assets connecting north and south. This strategy should focus on the activities relevant to the borough and build on the existing recognised investment strengths. There is limited mention of the increasingly commuter based economy in 2.5. If further explored, this could inform a focus on quality of life offer that might further realise stated ambitions in 4.29. This could tie in well to the focus on higher value housing stock (5.13) and canal-side housing (5.24). The limited mention of food (4.13 and 4.41) could be linked to provide a focus on agriculture, local food provenance and niche quality food retail offer.</p>
<p>I am concerned about the term 're-profiling Sefton' which suggests ,to me, that its identity is to be changed. Sefton spans a large area with varying needs, uses and identities. Southport is not identified as an industrial area and I do not want to see heavy industry developed in this area. We have plenty of natural attributes which should be drawn on and enhanced (what will happen when the beach has finally disappeared) The beach has been one of Southport's major assets and although there has been solutions put down to kill off the grass over the years I have never seen (in 40 years)any mechanical device (like abroad) to clean the sands. Not all is negative and there have also been some wonderful retail and service developments .However, I'm opposed to industrial growth- this is not our identity and which is why I have marked down the development for new businesses as the statements are ambiguous and do not identify specific investment type.</p>
<p>Whilst I agree with the terms 'investment' 'developing new enterprise ' I cannot score some of these points higher as these terms are understandably still ambiguous. I agree with more commerce but NOT the development of heavy industry. Talk of Southport town centre and how its ' gone down' has been a talking point for years and understandably shopping trends, rates etc have had an impact on the town centre shops. But constant junk mail inside empty shops? Filthy shop fronts? A' cemetery 'outside of the station (coffin like seats) - fly tipping in Wright street and Bath street. Copious amounts of litter on a path between Morrison's petrol station and the swimming baths (the council stated they do not know who has responsibility for this?) Prestigious hotels and holiday camps taken over by a hotel group that expects paying guests to reside in near squalor. The statement 'repositioning' and ' reprofiling' concerns me - what do these terms mean?</p>
<p>There is not enough investment in shopping &amp; living in the area. E.g. vast improvements are needed in Maghull town centre. Higher quality shops, restaurants &amp; social meeting places.</p>
<p>All of them are important and to some extent interlinked so it is difficult to prioritise between them. I would be more inclined to look at geographical targeting of resources to reduce inequality</p> <p>Create an educated and skilled workforce for employers and they will stay if this is available. Don't spend too much time reconfiguring the council. Energy should be concentrated to serve those that require support and not drained through constant reorganisation. The average 'man in the street' may be forgiven for thinking many of the above actions are that same activity dressed up in different descriptions. Earlier outlines described things quite clear Educate, Improve skills, Invest in Housing and Enterprise, Improve digital access and Improve transport and infrastructure.</p>
<p>The emphasis must be on wealth creation</p>

The Council has a vital role to play by working in partnership with Regional, City Regional and local organisations through: Use of its own assets (Asset Management Strategy); a role in land assembly; use of CPO's where necessary; as a 'broker' and 'enabler'; through the use of prudential borrowing; maximising funding from external sources; preparation of Development/Planning Briefs and SPD's.