

Strategic Objective	Business growth & investment
Report Date	Apr-Jun 2023
Previous Status	Green

SES Lead	Stuart Barnes
SES Project lead	Mike Mullin
Overall Status	Green

	Key Performance Indicators (Please add more rows if necessary)	Target	Achieved	Current Status	Progress to date
1	No of outward engagement campaigns targeted at Sefton businesses / No of Sefton businesses targeted	6	10	Green	10 campaigns sent to 2,300 businesses on each occasion
2	No of businesses contacting InvestSefton for Information, Advice & Guidance-Triage system(Phone/email/website)	250	335	Green	Individual enquiries handled -overall volume remains constant and high
3	No of businesses receiving 1:1 support (face to face/diagnostic /action plan)	90	137	Green	Intensive support provided by Advisers above target and includes minimum 12 hour diagnostic of businesses
4	No of businesses attending InvestSefton events/workshops	200	276	Green	Individual businesses attending demand led events and workshops-actual number of delegates exceeds this figure
5	No of new jobs created	25	26	Green	Mix of business growth contractual targets (14)and inward investment generated employment (10)
6	No of jobs safeguarded	n/a	n/a	Green	A new KPI for late 2023
7	No of inward Investment enquiries received	5	10	Green	Companies seeking to relocate to Sefton
8	No of investors/developers receiving support	4	7	Green	Includes Business park owners and developers
9	No of large businesses (including Foreign owned) receiving Key Account Management	8	11	Green	Joint activity with Dept of Business & Trade
10	No of enquiries from Sefton residents seeking to start a business/become self employed	n/a	n/a	Amber	A new KPI for late 2023
11	No of new business start-ups created	n/a	n/a	Amber	A new KPI for late 2023

Commentary

The team has either nearly or actually met or exceeded its European and Government targets and programmes which are nearing near their end date of 30 June 2023. This is set against a backdrop of significant trading challenges for businesses from both the Covid Pandemic and successive recessions which has seen the number of new business start-ups being outstripped by closures and company liquidations. In the four quarters to 2022 Q 4 there were 80 more business closures than starts, representing a net start rate of 0.9 (net-starts as a proportion of the active business population) This is the lowest net birth rate since at least 2017 (Source LCRCA Quarterly monitoring report April 2023).

The team co-ordinated and managed the development of the Sefton Economic Strategy which was approved by Cabinet in November 2022. Business Growth and Investment is one of the four key objectives of the Strategy and InvestSefton is developing a range of activities to help deliver the outcomes shown in the above table. Corporate performance and Sefton Economic Strategy local targets and outcomes have been aligned.

InvestSefton remains totally focussed on business growth and sustainability although economic recovery remains very much central to this as businesses face increasing economic pressures including cost of living, materials, supply chain and energy costs across a range of sectors. The team is working with other city region support organisations such as the LCR Growth Platform and Enterprise Hub (start-ups), New Markets (accessing new business sales markets) and a range of other providers. www.investsefton.com continues to receive high volumes of traffic. Single session website visits which have now reached over 68,000 The team has also handled nearly 7,000 enquiries since March 2020. The ERDF Business Growth Programme will end on 30 June 2023. This will be replaced by UKSPF of which InvestSefton is due to receive £805,920 for Place Based Business Support (of which some to be confirmed monies will be top sliced for central co-ordination) and IRO £98,000 Town Centre business centre funding.

Inward Investment has also been secured most notably in Bootle through Mersey Reach and Atlantic Park while the team supports Southport Town Deal and Southport Business Park activities. Other investment and expansion enquiries remain on going and active.

The team is co-ordinating a bi-weekly round-up of Economic Growth & Housing company investment activity as part of the Council's Strategic Growth & Investment programme. This will help track customer journey across teams and the intention is to expand across other services.

In 2022 Sefton received the FSB Best Covid response to Businesses for the North West region following its work led by InvestSefton and Business Rates resulting in over £40m emergency grant awards to Sefton businesses. The team also led significant new inward investment at Mersey Reach and Atlantic Park.

Strategic Objective	Employment and Opportunities for work
Report Date	Apr-Jun 2023
Previous Status	Green

SES Lead	Suart Barnes
SES Project lead	Claire Maguire
Overall Status	Green

	Key Performance Indicators (Please add more rows if necessary)	Target	Achieved	Current Status	Progress to date
1	% of expenditure verified for projects which are externally	100%	100%	Green	Final verification for this quarter will be completed in July 2023 when
	% of all registered learners are not working (based on individual learning aims)			Green	Performance continues to exceed target. April and May show an increase in the number of unemployed learners completing learning activities in the final quarter of the academic year.
2		40.00%	67.00%		
3	% of all registered learners are BAME	12.00%	22.00%	Green	There has been an increase in the number of ESOL learners; this is a direct result of successful tutor recruitment in this subject area.
4	% retention across all Adult Community Learning Courses			Green	Retention remains at a steady level, above target. As with all of the figures above, these are based on a two-month period and have yet to be validated as submission dates to LCR are not in line with reporting.
		90.00%	97.00%		
5	% of clients receiving Information, Advice and Guidance are workless or economically inactive with health issues	50.00%	69.40%	Green	Figures relate to performance April/May 2023 as June figures will not be available until 2nd week in July. Performance is on target to be achieved this quarter.
6	% of vulnerable people referred into the service from a third party receive targeted support, including subsidised placements	70.00%	100.00%	Green	Figures relate to performance Apr/May 2023 as June figures will not be available until 2nd week in July. Performance is on target to be achieved this quarter
7	% of clients seeking employability help who move into employment/self-employment or training destinations	30.00%	40.80%	Green	Figures relate to performance April/May 2023 as June figures will not be available until 2nd week in July. Performance is on target to be
8	Number of young people at risk of becoming NEET receiving early intervention and prevention support	200	273	Green	We are currently supporting 273 young people at risk of NEET.
9	Remain in the best performing quartile for 16-18 NEET when compared to Liverpool City Region and National Statistical Neighbours.	Yes	Yes	Green	Sefton are currently ranked 1st in the Liverpool City Region, and we are 2nd within our 11 statistical neighbours for 16-18 NEET.
10	Remain in the best performing quartile for 16-18 Not Known when compared to Liverpool City Region and National Statistical Neighbours.	Yes	Yes	Green	Sefton are currently ranked 1st in the Liverpool City Region, and we are 2nd within our 11 statistical neighbours for 16-18 Not Known.

Commentary

Performance across the three service areas for Employment and Access to Work are proceeding well. Contract management processes are in place to oversee all the provision, and these allow for early indication of challenging circumstances and corrective actions to be implemented where necessary to avoid risks of under-achievement. Sefton@work is progressing through an important transition point during this year which sees the end of European structural funding which has supported the service for many years through to a transition funding period where staff salaries and basic running costs will be supported through Single Investment Funding (SIF) coming from the LCR-CA. This transition will occur from September 23 through to March 24. During this time also, we will be undertaking the relocation of the service from its current base on Stanley Road into a unit within the Strand shopping centre. This move will bring improved financial efficiency while also increasing the synergy and alignment for public facing services within Bootle Town centre. The Adult Community Learning Service continues its delivery of second-chance learning opportunities to adults, based within the Cambridge Road Community learning hub and various outreach locations across Sefton. Its funding, targets and performance management plans reflect an academic year cycle, so a new delivery year commenced in August 2023. Adult community Learning Service is also in receipt of funding from LCR-CA for Multiply, the national numeracy initiative which is partly used to contracted out to voluntary and community sector agencies for informal engagement activity. The NEET Reduction and Early Intervention Service was re-commissioned in June 2023 with Career Connect being the winning tender after a fully compliant public procurement exercise. The main focus of this contract is to deliver the Council's statutory duties regarding 16- and 17-year-old young people, but also incorporates additional assistance for vulnerable groups which adds value to the work of a number of teams across Childrens Social Care and education.

Strategic Objective	Regenerated places-GSI
Report Date	Apr-Jun 2023
Previous Status	Green

SES Lead	Stuart Barnes
SES Project Lead	Heather Jago
Overall Status	Green

Key Performance Indicators (Please add more rows if necessary)	Target	Achieved	Current Status	Progress to date
1 Bootle Town Centre			Green	Spring Budget approval of £20M Capital Levelling Up money for the first phase of Bootle Strand repurposing. MOU awaited but project design and development progressing at pace to meet funding deadline of March 2026. Phase 1 to include selective demolition, creation of a new town square on Stanlet Road, repurposing of the former M&S unit and creation of a new digital tech hub and educational demolition.
2 Southport Town Centre (Town Deal)			Green	Key projects remain on track-MLEC; Enterprise Arcade; Les Transformation de Southport Phase 1; Building a Better Customer Experience ;Southport Townscape Heritage Initiative;Southport Lord Street Upper Floor Study and Southport Business Park
3 Crosby Town Centre			Green	
4 Maghull			Green	
5 Ainsdale			Green	

Commentary
<p>GSI Activity is reported to GSI Board, Cabinet Member (Regeneration & skills) and SCIG.</p> <p>Programme Management</p> <p>Ongoing programme management including reporting to DLUHC as per Towns Deal grant requirements, Town Investment Plan and Sefton's role as Accountable Body including ensuring compliance with the Town Deal assurance and performance management. This includes preparation and submission of twice yearly Monitoring and Evaluation Reports; Submission of an Annual Statement of Grant Usage and Towns Fund Assurance Letter on behalf of SMBC as Accountable Body; and compliance checks as and when required throughout year.</p> <p>The PMO also undertakes the role of administrating the Southport Town Deal Board including arranging meetings, ensuring governance and reporting requirements are adhered to, membership changes recorded, terms of reference and declarations of interest are up to date and Board minutes are loaded onto Mod Gov to demonstrate transparency.</p> <p>Consultation & Engagement</p> <ol style="list-style-type: none"> 1. Progress of the Youth Board / Shadow Board discussions 2. Engagement with Southport Learning Trust schools, Southport Learning Partnership and Colleges (Southport College and Hugh Baird) 3. Review of Future Southport pages – Digital engagement 4. Representatives at the inaugural Sefton Huddle 5. Updating website information. <p>Social value – 5 key themes being developed:</p> <ol style="list-style-type: none"> 1) Employment related opportunities for key priority groups, in particular; local car leavers and local (30 mile radius) apprenticeships 2) Educational opportunities for the next generation; initiatives with local schools and colleges 3) Innovate ideas & contribution to Sefton's environmental and sustainability goals 4) Use of local supply chain (within 30 miles) 5) Health and well-being initiatives for both the project team and local community

Strategic Objective	Regenerated places housing
Report Date	Apr-Jun 2023
Previous Status	Green

SES Lead	Stuart Barnes
SES Project lead	Lee Payne
Overall Status	Green

Key Performance Indicators (Please add more rows if necessary)		Target	Achieved	Current Status	Progress to date
1	Social Housing Completions	150	240	Green	Target achieved in 21/22 - pipeline looking healthy
2	Net additional dwellings per annum	640	738	Green	Target achieved in 21/22 - pipeline looking healthy
3					
4					
5					

Commentary	
<p>Housing growth targets in the borough were met in 22.23 and the pipeline of potential completions for 23.24 looks positive based on schemes that are onsite and planning consents that are in place. However, market conditions remain challenging with high interest rates and high construction costs. It remains to be seen how this affects the delivery of new housing . The Housing team continues to work closely with colleagues in Planning to facilitate growth, particularly affordable housing in high demand areas, and aspirational housing. Market concerns have provided opportunities in this regard and we have worked successfully with two RPs to purchase open market sale units on a number of sites in the borough where demand from private purchasers for open market sale has dropped. These properties will be made available as low cost home ownership products.</p>	

Strategic Objective	Regenerated places planning
Report Date	Apr-Jun 2023
Previous Status	Green

SES Lead	Stuart Barnes
SES Project lead	Ian Loughlin
Overall Status	Green

	Key Performance Indicators (Please add more rows if necessary)	Target	Current Status	Status	Progress to date
1	Approval of Social Value (Employment and Skills) from	May-22	Approved	Green	adopted May 2023
2	Net additional dwellings per annum	640	738	Green	Figures for 2021/22.
3	Floorspace (m2) developed for employment (by type	increase	2,251m2	Red	Figures for 2021/22.
4	Number of jobs (full-time equivalent) created on	increase	25	Amber	Figures for 2021/22.
5	% of qualifying development proposals that are	100%	tbc	Amber	New requirement

Commentary					
<p>There is no target in Local Plan for amount of employment floorspace development of number of jobs provided. However, reference can be made to previous years for comparison where an increase of previous years should be the aim. The figure for 2021/22 was lower than in previous years. Data for 2022/23 is being compiled.</p>					
<p>The data of the number of jobs secured on new employment development can be difficult to ascertain. However, the Council have recently approved a Social Value (Employment and Skills) from Development SPD which should help secure this data in a timely and consistent manner. The SPD sets out that proposals of a certain scale (i.e. new housing of 30+ homes, certain commercial development of 1,000m2 floorspace) must be supported by an Employment and Skills Plan, which will be secured by legal agreement and monitored for implementation.</p>					
<p>The target of 640 net additional dwellings is the Local Plan average annual requirement for 2012-2030, although the government's standard methodology figure has 587 homes for Sefton. In recent years the Council have comfortably met its housing delivery target. The numbers of dwellings completed during 2022/23 are being compiled, but early indications are that they will exceed 640 again.</p>					

Strategic Objective	Regenerated places tourism
Report Date	Apr-Jun 2023
Previous Status	Green

SES Lead	Stuart Barnes
SES Project lead	Mark Catherall
Overall Status	Green

	Key Performance Indicators (Please add more rows if necessary)	Target	Achieved	Current Status	Progress to date
1	Increase Visitor numbers (both day and staying) by 2% year on year,	5,882,340	tbc	Green	STEAM Figures for 2022 will be available in July/August this year
2	Increase Visitor Economy economic impact by 2.5% year on year,	£440m	tbc	Green	STEAM Figures for 2022 will be available in July/August this year
3	Increase Visitor Economy total employment by 2% year	4795		Green	STEAM Figures for 2022 will be available in July/August
4	Securing new multi-day business events ready for the Marine Lake Events Centre opening	2023/24 Onwards	tbc	Green	Will commence in 2024
5					

Commentary					
<p>Tourism actual figures are collected annually via the STEAM Model, this work is commissioned via the Growth Platform. A draft report for 2022 is expected this summer. The securing of new multi-day business events for the Marine Lake events centre will not commence until 2024.</p>					

Sefton Economic Strategy Action Plan

Strategic Objective	SI Equal&Diversity
Report Date	Jul-Sep 2023
Previous Status	Green

SES Lead	Stephen Watson
SES Project lead	Paul McCann
Overall Status	Green

	Key Performance Indicators (Please add more rows if necessary)	Target	Achieved	Current Status	Progress to date
1	Business Support and Investment Team to engage with the Corporate Equality Group, attend regular meetings	Rep to attend all CEG meetings		Green	
2	Communications and engagement audit, identifying the need for accessible information and engagement	Audit completed		Green	
3	Review Strategy to take account of the socio-economic duty	Strategy review		Green	
4	Improve employment rates and business support for minorities and for people from deprived areas	Under review		Green	
5	Review existing data capture with regard to protected characteristics and work towards addressing any gaps	Data reviewed		Green	
6	Ensure that decisions are backed by robust equality impact analysis	CEG group to review		Green	
7	Engage with the Race Equality Monitoring Group	Rep to attend all REMG meetings		Green	
8					

Commentary

A Corporate Equality Group (CEG) has been newly established to support the Council with its commitment to integrate Equality and Diversity throughout its services and to help secure its vision of creating stronger, more resilient communities (Sefton Vision 2030). CEG will monitor the council's performance in relation to equality and diversity and KPIS focus on communications and engagement; improving employment rates and business support for people in disadvantaged areas, reviewing equality and diversity data and engaging with the LCR Race Equality Monitoring group.

The Council has produced and launched Its Equality, Diversity and Inclusion Strategy 2023-27.

Strategic Objective	SI sus travel
Report Date	Apr-Jun 2023
Previous Status	Green

SES Lead	Peter Moore
SES Project lead	Lee Davies
Overall Status	Green

Key Performance Indicators (Please add more rows if necessary)		Target	Achieved	Status	Progress to date
1	The development of the Low Carbon Transport Strategy	2024		Green	
2	Maritime Corridor Business Case	Mar-27		Green	
3	Eastern Access Business Case Development	Mar-27		Green	
4	Local Cycling and Walking Infrastructure Plan	2024		Green	
5	Emobility	2024		Green	

Commentary
<p>Work is actively being progressed to gather all the intelligence required to develop a Low Carbon Transport Strategy. This includes commissions to undertake baselining work and to progress work to allow us to move to the next stage. The plans to consult on this strategy have been approved by the Public Engagement and Consultation Panel. The Maritime Corridor Business Case is progressing well and has already been the subject of initial public consultation. The next stage of this work will include engagement on the preferred designs in July to September 2023. The Southport Eastern Access Business Case is progressing well and will be the subject of further consultation in August to October 2023. The Local Cycling and Walking Infrastructure Plan is in development and plan for engagement have been approved by the Public Engagement and Consultation Panel. Wider developments are being progressed by the LCRCA around bus reform and green bus routes. Moving Buses Forward consultation is live until the 3rd of August.</p>

Strategic Objective	SI net zero
Report Date	Apr-Jun 2023
Previous Status	Green

SES Lead	Stephan Van Arendesen
SES Project lead	Stephanie Jukes
Overall Status	Green

Key Performance Indicators (Please add more rows if necessary)	Target	Achieved	Status	Progress to date
To report on - LCR Combined Authority – net zero/ Climate emergency targets	Plan published summer 2023	N/a	Green	The LCR Combined Authority net zero action plan is being considered for approval July 2023. It will be available for sharing from August 23.

Commentary
<p>The Liverpool City Region Combined Authority have set a target of net zero for all parts of the economy to be net zero by 2040. This will require all Sefton businesses to halt the use of gas, diesel, oil and only use energy from renewable resources by 2040.</p> <p>Details of the actions within this plan will be reported to the next SES meeting. Examples within this Action plan includes (TBC) On transport - Complete Phase 2 of 'State of Freight' investigation into a future zero carbon freight solution, ensuring that this is aligned with our Freeport goals of decarbonisation and good jobs to deliver outcomes including last mile ZE deliveries and reduce trips, scope options for mechanisms to seek to support decarbonisation of freight, and develop a freight strategy and that connects Freeport locations in a net zero manner On buildings - Identify high-opportunity zones as areas for groups of home/business owners to plan retrofits together or create low carbon communal/district energy schemes and smart networks. On Industry - a series of targets around the following;</p> <p>To effectively transition to net zero, our industrial base will need cost-effective access to clean power, clean hydrogen and effective access to clean power, clean hydrogen and carbon capture and storage technologies alongside efficiency and storage technologies alongside efficiency improvements in process and delivery systems improvements in process and delivery systems.</p> <p>On Clean Energy - Progress the Phase 3 development activities related to Mersey Tidal (LCR Year 1 action plan review SE6) and commence Phase 4 activity to Consent a UK first of a kind (FOAK) Tidal range scheme.</p> <p>On Natural Environment - Develop a pipeline and identify potential funding for pilot innovative and sustainable agricultural projects, such as urban farming, greenbelt agroecological farming, carbon capture etc. Other issues pertinent to business - MEES Regulations applies to non- domestic rented properties, by 1/4/23 must have an EPC rating of E as a minimum to be able to be rented, plans for this to increase over time (possible EPC D by 2025, EPC C by 2028 and EPC B by 2030) Investment in green technologies e.g. building retrofit, EV charging, Heat pump installations will help to generate local jobs and training opportunities</p>

Sefton Economic Strategy Action Plan

Strategic Objective	SI health
Report Date	Apr-Jun 2023
Previous Status	Amber

SES Lead	Margaret Jones
SES Prog lead	Heleen Armitage
Overall Status	Amber

Key Performance Indicators	Target	Achieved	Status	Progress to date/Comment
1 18.3% Percentage of under 16s in relative poverty, after housing costs	Reduction	Worse	Amber	2.3 percentage point drop from 2020/21. In line with England average (18.5%)
2 14.0% Percentage of employees earning below real living wage	Reduction	Better	Green	50% drop since 2019, now in line with England average
3 4.5% Percentage of children in workless households	Reduction	Better	Amber	Sefton's rate is half the national average, but note relative poverty still affects over 1 in 6 under 16s
4 41.6% Percentage of children(FSM) achieving a good level of development at the end of Early Years Foundation Stage (Reception)	Increase	Worse	Red	54% pre-pandemic. Lower than 49% national average in 2022.
5 22.9% Percentage of the population living in the 20% most deprived most unhealthy environments (Access to Healthy Assets and Hazards Index)	Reduction	Same	Amber	This proportion is high (affecting over 63 000 people) but is in line with the national average (22.6%)
6 26.5% Food insecurity (indirect measure) Percentage of population who live in LSOAs scored in the top 20% for risk of food insecurity nationally	Reduction	New indicator	Red	Estimated that over 74 000 people in Sefton live in neighbourhoods of highest food insecurity
7 E 445.40 Median weekly earnings 2021	Increase	Same	Red	Only 28 LAs in England record lower median earnings than Sefton in 2021. Significantly worse than England.
8 63.6 years Healthy life expectancy at birth (2018-20)	Increase	Same	Amber	Similar to England (63.9 years), but obscures large health inequalities that impact those of working age
9 13.0 years Gap in life expectancy at birth (2018-20)	Reduction	Increase	Red	Second largest gap in England. Average life expectancy at birth in the most deprived section of Sefton's male population is estimated to be 70.5 years (vs 84.1 years in the most affluent areas)

Commentary

The indicators above are drawn from the Public Health Performance Framework (8 and 9) and the Child Poverty Accountability and Progress Framework (1-7). It is important to note that indicators that reflect population status and inequalities in outcomes such as median income, child poverty, school readiness, and spatial measures of deprivation are highly correlated with population health outcomes and inequalities. The launch of the Child Poverty strategy in late 2022 will be followed by a largescale event focused on improving children's prospects through reducing and mitigating child poverty. The child poverty lens has helped to catalyse much deeper cross-professional and cross-sector engagement with the complex and deep-rooted causes of poverty and poor health and revealed more about how health and economic prospects intertwine, and this is especially visible in collaboration between public health, Planning and Regeneration. Other aspects of the accountability and progress framework are 'show and tell' (sharing and disseminating learning and support on poverty reduction), milestones and 'lived experience'. Of particular relevance to the Sefton Economic Strategy Action Plan is the very recent completion of academic insight work into the experiences of parents and children who currently experience poverty in Sefton. This throws an important light on the many trade-offs between work, caring, benefits and health behaviours that families have to make and should prove a useful intelligence resource for other SES leads.

Strategic Objective	SI digital
Report Date	Apr-Jun 2023
Previous Status	Green

SES Lead	Andrea Watts
SES Proj	Helen Spreadbury
Overall	Green

	Key Performance Indicators	Target	Achieved	Status	Progress to date
1	Infrastructure			Green	Infrastructure board & sub groups established; projects underway
2	Training & Skills			Green	Skills assessment completed; revised training offer now available; promotion of digital skills to businesses
3	Digital Inclusion			Amber	Strategy completed and published; Action plan established to monitor progress, a number of projects underway
4	Business Forum			Green	Sefton Huddle business network launched and scheduled meetings in place; Business skills survey agreed
5	New Ways of working			Green	Majority of workstrands completed, data Warehouse built in the cloud and first deployment underway across childrens services
6	Technology enabled care			Green	A range of activities and projects underway with key partners
7	Customer			Amber	New Customer Experience Platform is now live, focus on migration of the two remaining legacy processes and then the migration of e-forms
8	Smart Cities			Amber	Review of Sefton activity underway
9					

Commentary

Sefton's Digital strategy work is well underway with boards and sub-groups established and a raft of activity and projects underway-key highlights include:

- Gov Roam deployed across all Council sites alongside public, guest and corporate wifi to support co-location
- Sefton's Data Centre migrated to Azure Cloud
- Digital connectivity and inclusion featured in Council's Growth & Strategic Investment programme including business locations in Bootle, Crosby and Southport Government & LCR Digital support training promoted to Sefton businesses; Skills assessment completed and revised training offer now available;
- Education teams now represented at board level for Digital Skills including Schools Trust and Hugh Baird
- Digital Inclusion Strategy now completed and established; Refresh of devices and software within Council libraries now complete ; Libraries also implementing a laptop loan scheme for residents, databank pilot underway, and digital meeting rooms in development
- Sefton business digital and technical networking group established and launched-Sefton Huddle; First meeting attracted 30 businesses with a terms of reference agreed at a pre-launch event following Sefton Economic Forum; events programme via InvestSefton underway; Supported Chambers of Commerce with Local Skills Improvement Programme at Southport College and Digital Board looking at a sector specific survey in due course; InvestSefton has also supported a wide range of businesses operating in the digital and technology sector and is well connected to LCR wide support from Growth Platform and the Combined Authority. Sefton has implemented a raft of digital improvements across the authority as part of its new ways of working including cloud based solutions and upgrades with associated training for staff; this also involves cross-cutting activities for other council and partner led work inc Health & wellbeing; inward investment and Net Zero/Climate change; A new Customer Experience Platform and redesign of the Council website is now completed. Sefton is also exploring and developing opportunities offered by Internet of Things Technology such as smart lighting, digital charging hubs and low-cost sensor solutions to monitor environmental factors, improve local transport and improve community safety. Air Quality sensors have been installed at 7 Sefton locations as part of a LCR Traffic Signal upgrade project and adjacent to 3 schools-these can lead to reduced pollution in these areas.