

Knowsley's
**ECONOMIC
REGENERATION**
Strategy 2012-2015



**A GOOD
INVESTMENT**

Produced in partnership with Policy Impact and Intelligence
Knowsley Metropolitan Borough Council
(September, 2012)

CONTENTS



Introduction	3		
Message from the Cabinet Member for Regeneration, Economy & skills and the Chief Executive of Knowsley Chamber of Commerce	3		
Vision	5		
Purpose of the strategy	6		
Where we are today	7	Delivery and evaluation	39
Knowsley's strengths	8	Governance arrangements	39
Knowsley and the Liverpool City Region	13	Implementation and monitoring	39
Knowsley's target growth sectors	15	Governance and implementation framework	40
Local challenges	18	Indicators	40
Policy Landscape	21	Impact assessments	40
Where we want to be	24	Year one Action Plan	41
Strategic goals	25		
Strategic outcomes	28	Appendices	49
How we will get there	30	Acknowledgements	49
Principles	30	Future employment in the City Region	50
		Glossary of terms	51

INTRODUCTION

A message from the Cabinet Member for Regeneration, Economy & Skills and the Chief Executive of Knowsley Chamber of Commerce

We are pleased to jointly present the Knowsley Economic Regeneration Strategy for 2012-2015.

This strategy sets out how the borough will continue to invest in its people and infrastructure to offer the best possible platform for continued business success, and create a framework for businesses, public organisations and third sector partners to align their activities and investment over the next three years.

As part of the Liverpool City Region, Knowsley has played a key role in attracting investment. We have seen a substantial rise in economic activity and our residents boast higher skills levels than ever before. Investment from internationally renowned businesses, such as Jaguar Land Rover and QVC, and the wide range of small and medium-sized enterprises that together play such a vital role in the local

economy, testify to the quality of workforce and opportunities that the borough provides.

However, despite these successes, Knowsley and the City Region have further to go to meet UK performance on a number of important economic indicators, such as the employment rate, business start ups and productivity rates.

The UK economy is making a slow and difficult recovery from the global financial crisis and business confidence remains uncertain. Obviously Knowsley is not immune to the ongoing global economic uncertainty, but the strategy and supporting Action Plan set out the key priorities to support growth in the local economy, for example, by increasing public sector spend with local businesses, improvements in infrastructure including green energy, comprehensive broadband access, and developing closer direct links between business, schools and colleges.

Notwithstanding these commitments, business will have to be even more agile and entrepreneurial as the reduction in public spending impacts on public sector delivery. However, in developing the Economic Regeneration Strategy we have been encouraged by the resilience and entrepreneurship of many Knowsley businesses, indeed many have sought and achieved a real advantage through growth and investment, with resulting benefits for the local economy.

We have also been encouraged that in formulating this strategy the key partners from the public, private, voluntary and community sectors have come together to advise and inform. In particular, the Chamber of Commerce, in its role as the key representative of local business, has helped to shape the strategy through its involvement in the steering group, and by facilitating business focus groups so that policy makers became aware of key issues facing local businesses.

We now need to ensure that the key actions of this strategy are delivered, and that it remains 'live'. Therefore we look to the Chamber of Commerce to form a Business Council with cross-representation of business leaders from the borough. The Business Council will scrutinize the Action Plan and hold partners to account, thus ensuring that the strategy is updated and remains relevant to economic changes and challenges.

We believe the Economic Regeneration Strategy provides partners with a flexible framework to guide us through these difficult times and will help to put the business community in Knowsley in the best possible position to take advantage of any future upturn in the economy. We are realistic about the challenges we face, however we are also confident that Knowsley has the strengths to drive sustainable economic growth in a changing world.



Cllr Lonergan
Cabinet Member for
Regeneration,
Economy and Skills



Lesley Martin-Wright
Chief Executive,
Knowsley Chamber

Vision



OUR VISION

“Knowsley - a thriving place with a diverse economy that is ready to capitalise on sustainable investment opportunities”

Strategic Goal One

To promote the conditions for sustainable business growth

Strategic Goal Two

To establish Knowsley as a location of choice where people want to live and businesses want to invest in

Strategic Goal Three

To empower Knowsley residents to realise their potential

Our vision **“Knowsley - a thriving place with a diverse economy that is ready to capitalise on sustainable investment opportunities”** is underpinned by three strategic goals that provide the focus for action over the next three years.

Our economic vision complements and reflects the longer term objectives set out in ‘A strategy for Knowsley - The borough of choice’. ‘A strategy for Knowsley’ is a borough-wide partnership strategy that strives to make Knowsley ‘The borough of choice’ by 2023. This Economic Regeneration Strategy (ERS) focuses on what we need to do in the short-medium term to keep us on course to achieve our shared longer term economic aims.

Purpose of the strategy

The fundamental purpose of this strategy is to provide partners with a flexible framework to guide strong and sustainable economic growth. In summary the strategy:

- Sets out our economic vision and goals for the borough
- Highlights Knowsley's strengths that we must build on to make the borough an excellent place to live, work and invest in
- Gives an honest account of our local barriers to economic growth that need to be addressed
- Outlines the outcomes we want to achieve so that partners understand how we can work together to attract investment and grow the local economy
- Establishes guiding principles for economic regeneration that will influence our actions over the next three years
- Supports the three drivers of 'A strategy for Knowsley - The borough of choice', particularly 'Create a Thriving and Diverse Economy'

- Ensures that Knowsley is well positioned to maximise on opportunities with the City Region

The economic environment is in a constant state of change which generates uncertainty and unpredictability. This strategy cannot identify all the challenges and opportunities that may arise over the next three years, but what it can do is prepare us to respond to economic changes and ensure that we are ready to capitalise on our assets.

Our detailed actions and evidence base are set out in accompanying documents. These will be 'live documents' that will be updated as necessary in response to emerging issues. A formal review of the documents will be undertaken annually. This approach will help to ensure that this strategy does not simply become a 'statement in time'.

Engagement

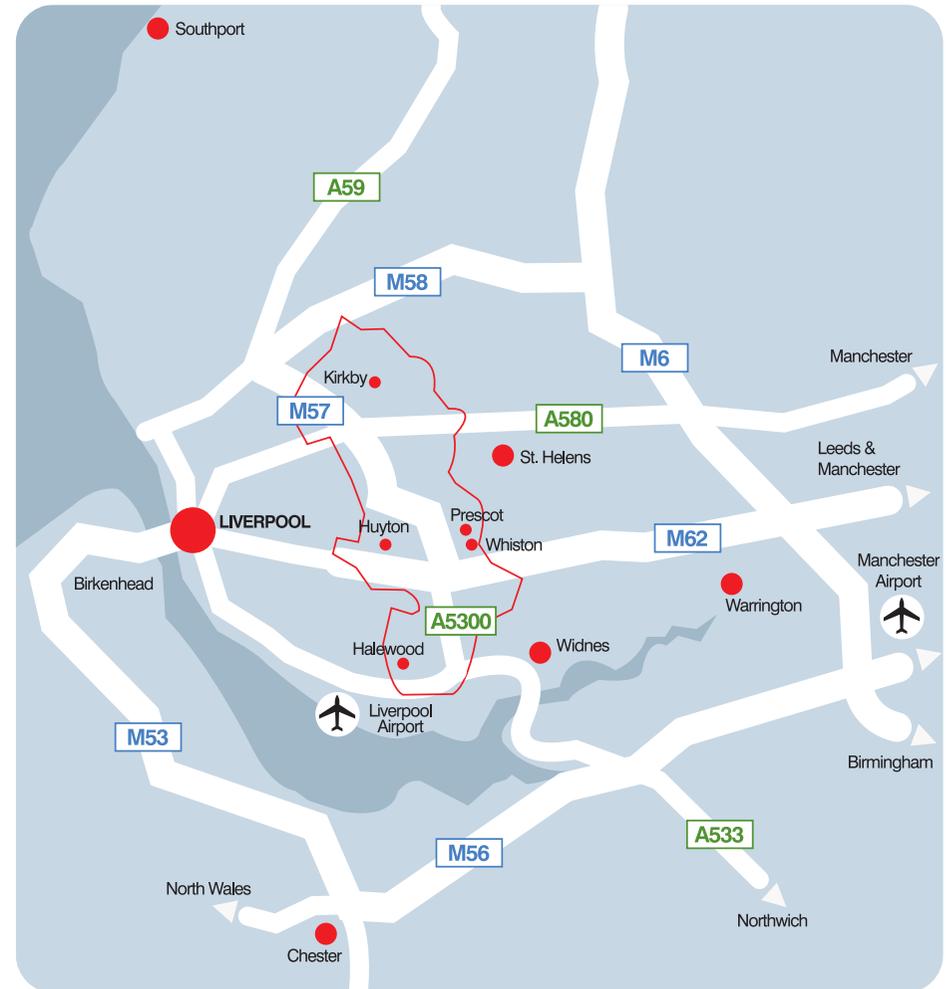
The preparation of this strategy has been a great partnership effort, involving a wide network of businesses, public sector partners and third sector organisations. Engagement activities include a business survey, two economic regeneration consultation workshops, on-going discussions with local strategy delivery partners, several ERS steering group meetings and dialogue with local Councillors. The contributions and insight gleaned from these exercises has proved invaluable. Appendix A acknowledges all those who have played an important role in the development of this document.

WHERE WE ARE TODAY

Knowsley has a population of 149,100 and is home to around 3,000 businesses. It consists of four main townships; Huyton, Kirkby, Halewood and Prescot/Whiston and the smaller villages of Cronton and Knowsley Village. The borough sits at the heart of the City Region and plays a major role as a location for employment, housing and recreation. Knowsley has substantial economic strengths; its extensive portfolio includes:

- Superior connectivity
- Abundant good quality and accessible green space
- Internationally recognised businesses
- Regionally significant Industrial/Business parks
- Major capital investments in schools, leisure and health
- Suburban housing
- Resilient people and communities
- Major regeneration projects

These assets form the foundations of our strategy for growth.



Knowsley's strengths

Superior Connectivity

Knowsley is strategically located within the Liverpool and Manchester corridor. It is connected to these cities by the M62 and A508. The borough is only 15 minutes drive from Liverpool City Centre and 30 minutes from the centre of Manchester. The M57 also runs through the borough which provides good North-South connectivity by car. The M6 is reachable within 20 minutes. Four railway lines also pass through Knowsley. Work is underway to electrify the Liverpool-Manchester and Liverpool-Preston lines, which will deliver faster and more frequent services.

Its superior connectivity means the borough is well placed for both business and commuting, within the City Region and further afield. A recent local business survey indicated that Knowsley's transport infrastructure is one of the main reasons why companies choose to be based in the borough¹. On a daily basis around 24,000 City Region residents travel into Knowsley for work and around 25,000 Knowsley residents leave the borough to work in the City Region².



The borough's excellent rail and motorway networks also place it within easy reach of Liverpool John Lennon Airport, Manchester airport and the Port of Liverpool. This makes international business a viable and attractive option.

Abundant Good Quality and Accessible Green Space

The borough's expansive green infrastructure network is amongst its greatest assets. It provides many benefits that contribute to the local economy, for example; it can encourage visitors and attract people to live in the borough, it provides employment opportunities, it can also encourage the take up of physical activity which supports improved health and wellbeing. The borough's green offer includes; 10 Green Flag Award winning sites, a series of green corridors linking people to places, recreational sites, valued natural habitats, a Local Nature Reserve which is situated within the heart of Knowsley Industrial Park and the popular tourist attractions; The National Wildflower Centre and Knowsley Safari Park.

Around two thirds of the land in the Borough is classed as green space, this is greater than any other local authority in the City Region

¹ A Knowsley Chamber Business Survey that was conducted with around 50 local businesses (2012). 58% indicated that transport was one of the main reasons for having a base in Knowsley

² Local calculation based on 2001 Census and 2010 Annual Population Survey

Internationally Recognised Businesses

Companies in Knowsley do business throughout the world. Their products and services are recognised worldwide. Notable investors that chose to do business in Knowsley include; Jaguar Land Rover (JLR), Getrag, QVC, News International, Vertex, Virgin Media and Goodrich. As well as providing employment opportunities for local residents, these companies offer valuable supply chain contracts to small and medium sized enterprises (SMEs). More than 2,990 SMEs are based in the borough and make a significant contribution to the local economy.

**Approximately
56,500 people
work in the
borough and
there are just
over 3,000
businesses**

Regionally significant Industrial/Business parks

The borough contains several major industrial and business parks including one of the largest in Europe - Knowsley Industrial Park³ (KIP). This is a major business and employment hub with around 800 businesses and 15,100 employees. Knowsley Council commissioned an independent review of the site (DTZ / Arup / Taylor Young, 2010) which found the site has potential to provide further job opportunities, better utilise the floor space and increase Gross Value Added (GVA). Actions to progress these proposals form part of the ERS action plan.

Other key employment sites include Kings Business Park, Prescot Business Park, Huyton Business Park and Whiston Enterprise Park which offer high quality business space. New investment into the borough's high priority business parks over the last decade has driven growth in GVA⁴.



³ Knowsley Industrial Park includes Knowsley Business Park; this combined area covers approximately 544 hectares

⁴ Cambridge Econometrics UK Regional Economic Forecast (July 2011) predict that between 2005 and 2010 GVA per capita grew by 0.9% per annum which was higher than the LCR average of 0.5%pa

Major capital investment in schools, leisure and health

Knowsley is on a transformational journey to become a 'Borough of Choice' where people choose to live and work and businesses want to invest. Considerable capital investment has been injected into the borough to deliver state of the art schools, health facilities and leisure parks. Knowsley's £150m Building Schools for the Future (BSF) programme has seen the creation of seven new Centres for Learning. The Centres provide first class learning environments for secondary students and valuable community resources. The borough's primary sector has also received significant investment, involving the opening of five new primary schools.

Knowsley's leisure offer has been greatly enhanced with the opening of the Leisure and Culture Park. The park offers swimming and leisure facilities and an outdoor cycling velodrome and BMX track. This £16 million

In 2012, more children in Knowsley achieved good levels of maths and English at Key Stage 2 compared to the national average

scheme is part of a wider £25 million Leisure Facilities Strategy that aims to improve lives by supporting more people to become more active, more often.

There have been significant improvements in Knowsley's health infrastructure. Around £38m of investment has been injected into 8 new health buildings.

The new facilities provide a single access point for a range of high quality primary care services within communities, for example, walk-in services, GPs and pharmacies. In particular, the Halewood Health Centre is co-located with a number of other Council services including a one-stop-shop and library. Whiston Hospital has also undergone a £250m major rebuild programme which has provided the local community with world-class acute healthcare facilities.



Suburban Housing

Most Knowsley residents live in the suburban towns of Huyton, Kirkby, Prescott/Whiston and Halewood. Since the early 1990s, the choice of housing in the borough has improved considerably through the development of new private estates and the investment programmes of Knowsley Housing Trust and other registered providers of social housing. The house prices in Knowsley are highly competitive, with the average house costing £123,400 compared to £148,200 in the City Region. Key new housing development sites have been identified in the Knowsley Local Plan to meet the borough's current and future housing needs as part of a wider City Region housing market.

There are projected to be around 7,000 more households in Knowsley by 2026

Resilient people and communities

Its people and resilient communities are amongst Knowsley's proudest assets. Knowsley is a place with strong community and family ties. There are many individuals who regularly lead and support activities to make their neighbourhood a better place to live. This can involve participation on formal boards such as the Children and Young People's Forum and Knowsley's Older People's Voice or informal volunteering such as supporting a local play group.

There is a huge appetite amongst residents to have a bigger role in shaping their local area - a survey in 2011 showed that 91%⁵ of residents think it is a good idea to give communities more power and influence. There will be greater opportunities in the future for residents to influence the place they live through the social growth agenda. This will involve supporting the development of social enterprises, increasing volunteering and enabling funding to support the social sector through the Knowsley Foundation.

Growth in the third sector will support Knowsley's journey towards a more balanced and resilient local economy.



⁵ Young Foundation Study (2011). Survey involved 147 residents

Major regeneration projects

Knowsley Council and its local partners are committed to supporting and encouraging the long-term prosperity and success of its towns and residential areas. Major regeneration initiatives are underway in Kirkby, Prescot and Stockbridge Village.

The regeneration of Kirkby town centre is a joint public and private sector venture between Knowsley Council and Spenhill Regeneration Ltd. The 32,000 square metre mixed use development includes a new Tesco food store, a replacement library, town centre regeneration and the associated transport and highway improvements.

The town of Prescot has benefited from significant investment to provide high quality services, opportunities and facilities that matter the most to the community. This includes the development of 412 new houses, a new purpose-designed joint library and museum facility, town centre events including producers markets and 7 play

pathfinder schemes which have transformed the local parks. The council is carrying out a feasibility study to understand what future developments are required for the area.

The redevelopment of the residential area, Stockbridge Village has been a major priority for the council and its partners.

The multi-million pound regeneration of the area involves the creation of a new swimming pool, state-of-the-art gym, learning resource centre, primary school, supermarket and a multi-use games area. The completed project will provide first class facilities and spaces for the local community and bring about a new confidence in the area.

It is estimated that the Kirkby initiative will bring £190m of investment into the area and create over 1,000 jobs



Knowsley and the Liverpool City Region

Knowsley forms part of the Liverpool City Region; which includes the boroughs of Halton, Sefton, St Helens, Wirral and the City of Liverpool. It is home to 1.5 million people and has a working age population of 950,000. The region is a well defined labour market, with 90% of people both living and working in the city region. The area is also closely related economically to Warrington, Cheshire West and Chester Ellesmere Port, North East Wales and Cheshire and Lancashire.

The Liverpool City Region has benefited from improved economic performance, greater utilisation of indigenous assets and collaborative working in recent years. Nonetheless, City Region partners acknowledge that a step change is necessary to rebalance the local economy away from over-reliance on the public sector and to close the considerable gap in economic value, size of business base and skill levels between the City Region and UK.

The Local Enterprise Partnership (LEP) for the Liverpool City Region has a pivotal role in making this happen. The LEP is a locally owned partnership between businesses and local authorities to drive economic growth across the area. It is striving to create a thriving international City Region by prioritising investment activity across four transformational themes:

- Liverpool SuperPort - transformation of the City Region's ports, airport, road, rail and logistics assets into a low carbon SuperPort of international stature.
- Knowledge Economy - knowledge intensive industries, including; advanced manufacturing, life sciences, creative and digital industries, environmental technologies, and financial and professional services.
- Low Carbon Economy - job creation and growth through new opportunities in the low carbon sector including; renewable energy generation, retrofitting homes and building, and low emission vehicles and transport.

- Visitor Economy - establishing the City Region as a major visitor destination through the marketing and development of the region's cultural and heritage assets, retail and hospitality offer, and tourist attractions.

Broad estimates predict that through growth in these sectors, 95,000 - 130,000 jobs could be created in the City Region by 2020.

The Mersey Partnership's Economic Review 2012 identifies a number of major projects that will help create wealth and realise future growth in the Liverpool City Region. Schemes such as Mersey Waters, the Mersey Gateway, Port of Liverpool, the expansion of Liverpool Airport, Daresbury Science and Innovation Campus and the continued redevelopment of Liverpool City Centre aim to take advantage of private sector led investment which will help the City Region recover from the impacts of the recession. Appendix B details the number and type of jobs expected to be created through these development schemes.

Through this strategy, we will ensure that Knowsley residents are equipped with the right skills to seize future employment opportunities and we will maximise use of Knowsley's assets so it becomes a key location for investment.

Knowsley leads the work for the City Region on Employment and Skills, and facilitates the work of the City Region Employment and Skills Board. This business led group has overall responsibility for ensuring that the employment and skills system is agile and meets the needs of businesses and residents. There is a track record of delivery through City Region structures and making a significant difference in the lives of residents. This is based upon a partnership of businesses, colleges, learning providers, welfare to work providers, public agencies and Councils.

Global Context

In today's global market it is increasingly important that we also consider the impacts of overseas economies on Knowsley and the City Region. Analysis⁶ shows that the world economic outlook weakened once again in 2011, as governments switched from trying to stimulate economies to protecting them. Growth in advanced countries such as the UK is expected to remain subdued over the next two-three years. However, it is anticipated that growth will continue in emerging markets such as Brazil, Russia, India and China.

It is clear that the integration of economies has brought increased competition in sectors that are vital to Knowsley's economy, such as manufacturing. However, it is also important to recognise that it has brought significant trade opportunities. For example, JLR based in Halewood will be creating 1,000 more jobs to meet increased global demand for their products by consumers in the US, China and Russia.

The rising cost of production in emerging economies has also provided a strong incentive for some businesses to relocate back to the UK. In Knowsley, the textiles manufacturing company Calderia has switched some of its operations to its factory in Knowsley Industrial Park from its plant in China. The firm first launched its Chinese joint venture in 2004, over this time the Knowsley Factory has become more competitive due to a rising Chinese currency, rates of inflation and increased red tape.

Knowsley's Target Growth Sectors

In order to remain competitive in a global economy, Knowsley will focus its investment and development activities towards sectors where it has significant strengths and potential for substantial long-term growth. Based on Knowsley's assets and the predicted future growth areas in the Liverpool City Region, Knowsley's target sectors have been identified as:

- Transport, communication and distribution: including freight movement, logistics services and warehousing.
- Manufacturing: including advanced engineering and materials, green energy generation, automotive industry, food and drink.
- Finance and business services: including banking, finance, insurance, legal services, accountancy, management consultancy, recruitment and property services.

Below we bring together Knowsley's target sectors and highlight how these compliment the LCR transformational areas.

Super Port

Knowsley's related assets

Knowsley Industrial Park forms the largest industrial area within the Liverpool City Region and the second largest in the North West. It makes a significant contribution not just to Knowsley's economy but that of the wider Liverpool City Region. KIP is excellently served by major transport infrastructure including the M57 and the A580, Knowsley's Rail Freight Terminal and is close to the Liverpool and Manchester airports.

Opportunities

There is substantial potential to enhance KIPs position as a major distribution park by tapping into opportunities through the logistics project, Mersey Super Port. A study supporting the Super Port work stream has identified a need for warehousing and available land for development that is suitable for logistics operations. KIP could address this demand through remodelling the existing industrial area and regenerating vacant and under used parts of the site.

Knowledge Economy

Knowsley's related assets

Knowsley's infrastructure provides a competitive advantage across knowledge based industries particularly; Advanced Manufacturing and Financial and Business Services. Knowsley has an internationally recognised advanced manufacturing industry; Jaguar Land Rover, Getrag and Halewood International are amongst its greatest assets.

Opportunities

KIP has been identified by the City Region Knowledge Economy Action Plan as an advanced manufacturing 'Sector Hotspot'. There is a real opportunity to develop the borough as a centre for excellence for this industry. The borough is home to a number of financial and professional businesses such as Vertex on Kings Business Park and Barclaycard in Kirkby. Enhanced marketing of our competitive office rental space could attract smaller businesses to Knowsley within this field.

Knowsley's Centres for Learning are providing children and young people in Knowsley with high quality and stimulating learning environments. The excellent facilities at these centres will help to equip the next generation of adults with the right skills to access jobs in knowledge based industries across the City Region. All schools offer a specialism; these include business at All Saints Catholic Centre for Learning and technology at St Edmund Arrowsmith Catholic Centre for Learning.

Low Carbon Economy

Knowsley's related assets

Knowsley Council is a member of the City Region Low Carbon Economy Committee and the City Region Sustainable Energy Partnership which have been established to stimulate and promote growth in this area. Furthermore it has established the Sustainable Knowsley Programme to co-ordinate, prioritise, and implement Knowsley's low carbon and renewable energy projects. Assets for this target growth area include Knowsley Industrial Park which is recognised by the City Region Knowledge Economy Plan as a 'Sector Hot Spot' for the low Carbon Economy.

Opportunities

KIP is home to a growing nucleus of businesses in renewable energy and environmental technologies. A feasibility study is underway to identify options to transform KIP into a 'Green Energy Park' with a combined heat and power plant. Knowsley is well placed to take advantage of the drive for a low carbon economy. In doing to so we can also address a

range of challenges such as mitigating fuel poverty, up-skilling the local workforce, creating new employment offers, and supporting neighbourhood regeneration. To lead this agenda Knowsley recognises that it must quickly emerge as the low carbon economy enabler within the Liverpool City Region that identifies new and innovative ways to reduce Knowsley's and the City Region's carbon emissions. This will involve building business opportunities around sustainable and low carbon technologies focusing on energy generation, its distribution and efficient use, and community behavioural change.

Further opportunities for growth

There are opportunities for Knowsley to expand its offer, as part of our strategy to remain 'ready to capitalise on sustainable investment opportunities'. We will continue to monitor the economic environment and consider the potential to tap into developing sectors, potential opportunities include:

- Life Sciences - KIP is recognised as a Life Sciences 'Sector Hotspot' and is the site of a number of life science businesses employing over 100 staff. Whiston Hospital is also based within the borough, which operates on behalf of St Helens and Knowsley Teaching Hospitals NHS Trust. The Trust employs over 4,000 people, holds Clinical University Education Centre teaching status and is affiliated to the University of Liverpool. The hospital is of regional importance providing specialist services in burns and plastic surgery.
- Visitor Economy - The borough is home to Knowsley Hall and Knowsley the Safari Park, extremely popular tourist destinations. The

park receives over half a million visitors a year. This makes it the second most visited fee-paying attraction in the Liverpool City Region⁷.

Knowsley is also the place of the National Wildflower Centre, Europe's only centre dedicated to wildflower conservation (one of only two in the world). The borough's central location within the City Region and excellent connectivity could make it a convenient base for visitors to the North West. The borough is less than 35 minutes drive away from Liverpool and Manchester Airports and within 1 hour's drive of two of the country's outstanding National Parks, the Peak District and Lake District.

There is also potential to better utilise the borough's rural assets for sustainable leisure and tourism. In Knowsley 52% of land is green belt, with nearly 55 km of Public Rights of Way and 5 km of bridle paths.



⁷ LCR Visitor Economy Strategy (2009)

Local Challenges

In order to realise the full potential of our target sectors, we recognise that there are a number of local challenges that our strategy must address. This section highlights the key findings from our research and analysis, the **full evidence base** is set out in a supporting document.

Business

Knowsley has experienced the highest increase in **business density** rates in the Liverpool City Region since 2004. However, with around 218 businesses per 10,000 residents, the borough rate is still the lowest in the City Region. This in part is reflective of the borough's below average business start up and business survival rates.

The percentage of the working age population who are **self employed** has risen strongly in Knowsley since 2004 and it is now slightly higher than across the LCR (6.7% compared to 6.2%). However the gap remains with GB (9.1%).

Like many other areas in the North of England, there is a need to **rebalance the local economy** to ensure public, private and community and voluntary sector employers provide appropriate levels of job opportunities to residents and businesses. Currently, 32% of employees work in the public sector compared to 27% nationally.

Knowsley's **town centres** are not achieving their full economic potential; in particular there are opportunities to expand the range of restaurants and the evening economy. Knowsley is fully committed to reducing carbon emissions and is actively seizing new opportunities in the low carbon economy. Balancing economic growth whilst reducing our impact on **climate change** is a challenge, but one which Knowsley is confident it can overcome.



Employment and Skills

Just below 65% of Knowsley's population are aged between 16-64; this is in line with the national picture but **economic activity** in the borough remains lower than the GB rate at 70% compared to 76%.

The potential **earnings** of the working age population are not being fully realised and the borough's higher paid jobs tend to go to non-residents. Full-time earnings for Knowsley residents have risen in recent years to £440 (gross) per week in 2011 but this remains lower than the national average of £503 and is £34 lower than the average wage of someone in a Knowsley workplace (as opposed to a resident).

Over the last 15 years, **out-of-work benefit** claimant rates have fallen faster in Knowsley than at City Region and national level, but at 22% of the working age population, this still remains more than 10 percentage points higher than the GB average.

In keeping with trends across the country, more than half of Knowsley's benefit claimants are in

receipt of **Employment Support Allowance (ESA) or Incapacity Benefits (IB)**. Securing good health and well-being enhances people's opportunities to gain employment and make a positive contribution to the economy. Overall, the **health** of Knowsley's population is improving and the health inequalities gap in comparison to the rest of England is narrowing. However, challenges remain; particularly in tackling lifestyle behaviours that contribute to cancer, heart and respiratory disease

Job Seekers Allowance (JSA) rates in Knowsley have halved over the last 20 years to 6.5% and remain broadly aligned to levels in the Liverpool City Region but are still higher than the national rate of 3.8%. More than a third of the 6,250 JSA claimants in the borough are under the age of 25, compared to 29% nationally.

Improvements have been made in raising **educational attainment and adult skills** levels across the borough. Record numbers of children are achieving 5 good GCSEs including English and Maths with the 13th consecutive year of improvement. Similarly, increasing



numbers of residents are skilled to levels NVQ 2 and NVQ 3. However the pace of progress has not been substantial enough to close the gaps in attainment and skills with the national average. There remains a need for more people to be educated to degree level or equivalent and for workforce skills to better reflect the requirements of the Liverpool City Region's four transformational growth sectors.

Place

Knowsley's **housing stock** needs to become more balanced; in particular there are significant opportunities to develop larger, executive market homes and smaller units in the affordable housing sector.

In order for the borough to establish itself as a desirable location for businesses and better compete in a thriving City Region marketplace, it is necessary to better use and further develop its **employment space** to its full capability.

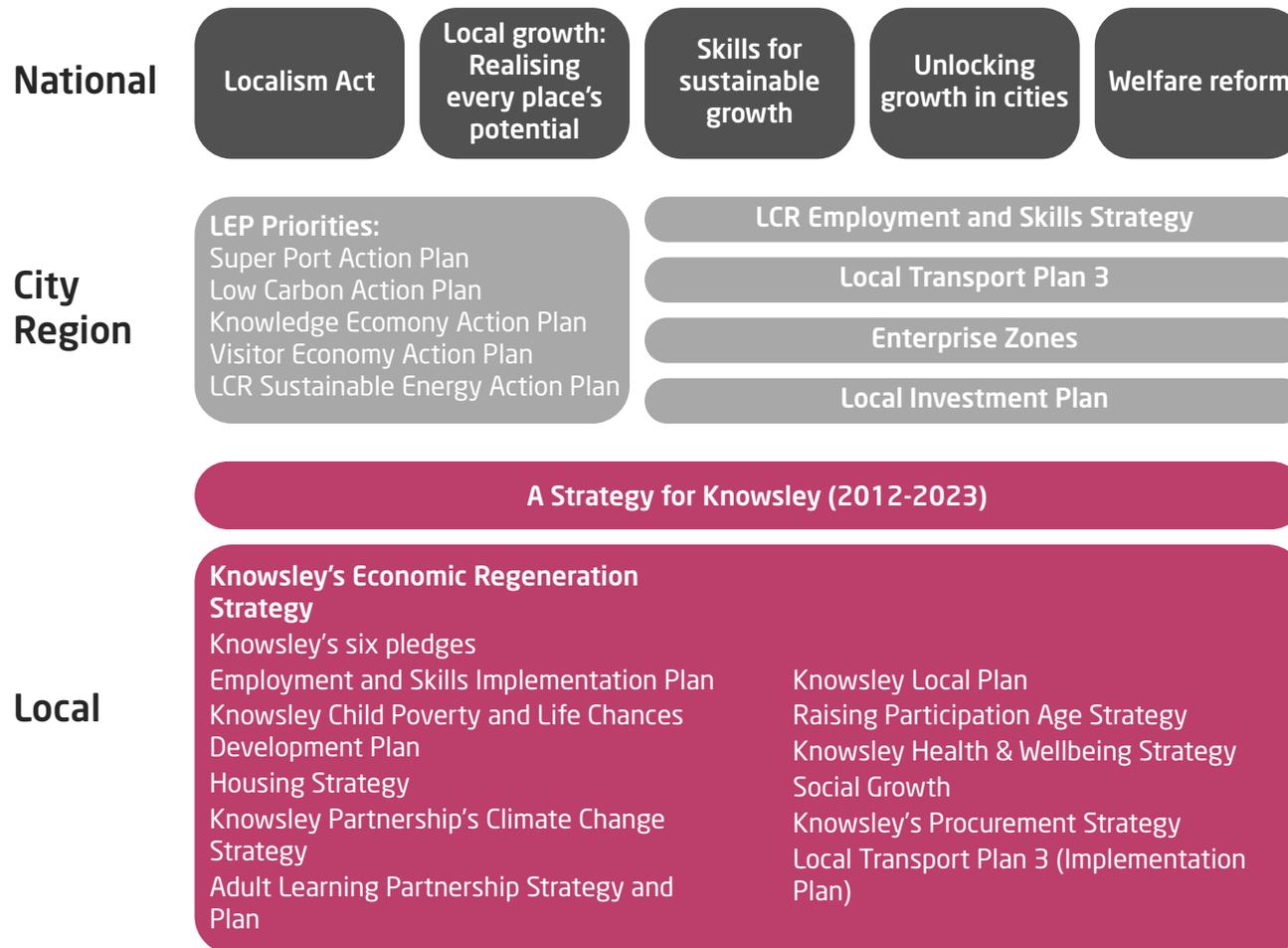
Despite excellent road and rail links to the Liverpool City Region and Manchester, travel by **public transport** within the borough needs to be improved in order to give residents access to a wider choice of local employment opportunities.

Knowsley has many positive attributes, however there is a need to better **market** these on a local, national and global scale. This could help the borough to grow and develop its socio-economic population make up.



Policy landscape

Our economic regeneration strategy has been written at a time of significant policy change. In this section we briefly outline the key policies that have influenced our approach and explain how the economic strategy supports wider policy objectives.



National Policy

The Localism Act aims to transfer power away from central government to local councils, communities and individuals. For local government this means a new General Power of Competence that the government hopes will allow councils the freedom to be creative and entrepreneurial, acting directly in the interest of the community, whilst working in new ways without the concern of acting beyond their legal powers. This presents Knowsley with an opportunity to fully utilise these new freedoms to allow new and innovative ways of working.

In the white paper **Local Growth: Realising every place's potential** the government sets out measures to empower councils to help businesses and the economy. The government expects the creation of the Local Enterprise Partnerships (LEP) will allow councils to tap into services such as business advice, innovation, low carbon, inward investment, tourism, skills and regeneration. In Knowsley the creation of the Liverpool City Region LEP allows the council to fully integrate its regeneration plans with

the much wider and inter connected City Region economy.

Skills for Sustainable Growth makes it clear that the development of the country's skills base is fundamental to supporting economic growth. Knowsley is responding to changes in policy which include removing central planning and improving responses to learner demands through the work of the City Region Employment and Skills Board.

The **Regional Growth Fund** has been launched to rebalance the economy towards private sector employment, particularly in places that have been reliant on the public sector for economic growth. Bids must come from private sector companies or joint private and public sector partnerships. Knowsley is already working with businesses to promote the opportunities that this funding presents.

The report '**Unlocking growth in cities**' sets out the government's plans to shift powers to local leaders and businesses with the aim of

stimulating economic growth. This provides the potential for Knowsley to join with City Region partners and use the new powers in areas such as transport, housing, skills and business support to create the conditions for the City Region to realise its full potential as an outstanding destination to live, work and do business.

The **Welfare Reform Bill** legislates for the biggest changes to the welfare system in over 60 years. Underlying reform is the need to make work pay for more people. Knowsley is working alongside its City Region partners to monitor the impacts of the changes on initiatives to grow the local economy. It is already apparent that the reforms to transfer some people eligible for IB to JSA will significantly increase the number of people registered as unemployed and therefore increase the pool of labour available for work, albeit that this work may be more part time in nature.

City Region Policy

At a City Region level the LEP is driving growth across four transformational sectors (as outlined in the previous section). Our local economic strategy will ensure that Knowsley is positioned to take full advantage of these growth sectors for the benefit of local businesses and residents. The City Region Employment and Skills Strategy (Transform, Compete, Thrive) sets out the challenges and objectives for the City Region.

Several other documents are influencing the City Region's approach to economic regeneration including the Local Transport Plan 3, City Region Local Investment Plan, as agreed with the Homes and Communities Agency, and the Government's Enterprise Zone Policy.

Local Policy

'A strategy for Knowsley: The borough of choice' (2012 - 2023) is a 12 year vision for residents, businesses and agencies working in Knowsley. The strategy sets out how Knowsley will achieve the long-term vision of becoming a place where people choose to live and work, and businesses choose to invest. The strategy will be closely supported by the emerging planning document, the Knowsley Local Plan (formally known as the Local Development Framework). The Local Plan (2013 - 2028) will ensure that our future land use and development priorities are successfully delivered.

All of the borough's policies and strategies feed into 'A strategy for Knowsley' but the documents shown in the above diagram have particular relevance to the Economic Regeneration Strategy.

In the short-term, Knowsley Council will put particular emphasis on issues it believes are critical to delivering the longer-term outcomes

in 'A Strategy for Knowsley'. These issues are: improving educational attainment, helping residents get jobs, affordable homes, reducing personal debt, and supporting community enterprise.

The Council's Corporate Plan includes six pledges for 2012-2015 to address these issues. Our Economic Regeneration Strategy has a key role in making many of these pledges happen; particularly the two that are focused on employment and job creation:

- We will put 10,000 Knowsley residents into long term jobs.
- The Council will take a key leadership role for jobs, skills and tackling poverty in the Liverpool City Region, and ensure Knowsley benefits from the new investment and plans to create over 100,000 new jobs over the next decade.

WHERE WE WANT TO BE

Underpinning our Economic Vision are three strategic goals that will propel Knowsley to become “a thriving place with a diverse economy that is ready to capitalise on sustainable investment opportunities”.

Strategic Goal One

To promote the conditions for sustainable business growth

Strategic Goal Two

To establish Knowsley as a location of choice where people want to live and businesses want to invest in

Strategic Goal Three

To empower Knowsley residents to realise their economic potential



This section sets out our aspirations and outcomes for each goal. Our accompanying action plan details the practical steps that we will take to achieve them.

Strategic Goals

Strategic Goal One

To promote the conditions for sustainable business growth

As we prepare for the market upturn, we will pursue activities which promote the right conditions for Knowsley businesses to not only survive but thrive. We will enhance our business infrastructure and deliver comprehensive bespoke business support to assist local companies, including those in the third sector, to compete, invest and increase employment opportunities. Our activities will ensure that we realise the full potential of our target sectors; finance and business services, manufacturing, and transport, communication and distribution. As well as growing our existing business base, we will nurture a culture that encourages entrepreneurship and more business start ups, particularly amongst those who are underrepresented in this area such as young people and women.

Our businesses will have a leading role in shaping and enhancing the conditions for

sustainable growth. Growth will also be experienced in the third sector, with more social enterprises, mutual's and cooperatives operating in the borough and maximising on public sector procurement opportunities. The private sector will also have a part in increasing third sector growth and building community capacity through its Corporate Social Responsibility offer. This work will support the borough's journey towards a more sustainable and balanced economy between the public, private and third sectors.

Underlying all activities will be our ongoing commitment to building a sustainable economy that provides opportunities for the present, without compromising the ability of future generations to meet their own needs. This will involve encouraging and making it easier for businesses to operate in ways that are environmentally sustainable.



Strategic Goal Two

To establish Knowsley as a location of choice where people want to live and businesses want to invest in

As we seek to position Knowsley as a highly attractive location for investment within the City Region, we recognise a need to continually enhance the borough's offer to businesses and people. We will use the recent capital investment in the borough and major regeneration projects as a catalyst for further improvements. It is clear that over the coming years there will be increased competition with other areas in the UK through the introduction of Enterprise Zones and from developing overseas economies. Through partnerships with developers, businesses and public sector partners we will ensure that Knowsley offers a competitive business location with effective internal public transport, digital connectivity and high quality premises. The Knowsley Local Plan will be the central mechanism for ensuring that existing and potential employment sites are used sustainably and strategically to

support growth across our target sectors.

A key factor to ensuring the long-term economic sustainability of Knowsley is the stability of our population. We will work with developers to enhance Knowsley's housing offer in order to attract and retain skilled and talented people. We will also strive to enhance the quality of life that the borough provides through good facilities, attractive neighbourhoods, excellent education provision and a quality retail and hospitality offer.



Strategic Goal Three

To empower Knowsley residents to realise their economic potential

We will empower our residents to be work ready and achieve higher skills so that they can contribute as well as benefit from a thriving local economy. Our skills system will become increasingly responsive and flexible to the changing needs of local businesses. It will also become more aligned to the City Region transformational areas, ensuring that residents have the right skills to access jobs in future growth areas.

Businesses, schools and training providers will increasingly work together in dynamic networks to ensure that Knowsley residents are work ready and have the right skills to meet future recruitment needs. At a school level, Knowsley will realise its Pledge that all Centres for Learning will achieve national averages or better for 5 GCSEs A*-C, including Maths and English by 2015. Young people will also aspire to the benefits of high quality employment,

training and apprenticeships. There will be closer co-operation between schools, colleges and employers through mentoring, the provision of vocational education and student work placements. This will help prepare young people for the world of work, cultivate a culture of entrepreneurship and raise aspirations.

We will work with our local and city region partners to help individuals overcome the barriers to sustainable employment. Success will be realisation of the Knowsley Pledge to put 10,000 residents into long-term jobs. Increased economic activity will bring benefits to the overall economy through increased local spending power and less reliance on public services. Good quality employment will bring many benefits to individuals and communities including, better health and wellbeing, increased income and improved life chances. Supporting adults with disabilities into employment will also reduce the risk of social exclusion and discrimination.



Strategic Outcomes

The following table details our strategic outcomes. Those identified as longer-term outcomes will require sustained effort beyond the life of this strategy in order to achieve substantial improvements.

Short-medium term outcomes

Strategic Goal One

To promote the conditions for sustainable business growth

- Conditions for businesses to grow and expand are developed
- More businesses and organisations operate in ways that are environmentally sustainable and resilient to the risks of future climate change
- Increased corporate social responsibility
- Improved access to business finance
- Strong and effective relationships between businesses, schools and training providers
- A greater balance and connection between public, private and community sectors
- Increased inward investment into the borough

Strategic Goal Two

To establish Knowsley as a location of choice where people want to live and businesses want to invest in

- Increased recognition of Knowsley as an attractive place to live
- Improved connectivity across Knowsley through modes of transport that limit the effect on the environment

Strategic Goal Three

To empower Knowsley residents to realise their economic potential

- More young people take up training, apprenticeship and employment opportunities
- More residents in long-term jobs in Knowsley and the wider City Region
- More residents have the life skills to fulfil their potential
- Family income is maximised
- Adults have the resources and support to enable them to manage their own health and wellbeing and have a good quality of life
- People with disabilities and those that care for them are able to seek work
- More young people and adults become self-employed and start successful enterprises in the private and third sectors

Long term outcomes

Strategic Goal One

To promote the conditions for sustainable business growth

- Increase in thriving social enterprises
- Increase in business start ups and survival
- Growth in jobs and in our target sectors
- The productivity gap with the national average is reduced

Strategic Goal Two

To establish Knowsley as a location of choice where people want to live and businesses want to invest in

- A local retail and hospitality offer that supports aspiration, quality and choice
- The right mix, quality and quantity of new housing
- Increased population growth
- Land assets are used sustainably to support

Strategic Goal Three

To empower Knowsley residents to realise their economic potential

- More appropriately skilled and qualified residents
- Less children and young people in poverty
- A reduced gap in life expectancy between and within Knowsley and the rest of England

In addition, there are number of strategies and actions plans working alongside the ERS that will compliment and support this work, these are set in Policy Landscape section of this strategy.

HOW WE WILL GET THERE

Principles

Our specific strategy actions are set in an accompanying partnership action plan. The action plan is a live document that will be reviewed on a regular basis to ensure that our approach is responsive to emerging challenges and opportunities. However, there are a number of guiding principles that will remain important throughout the lifespan of this strategy. These principles will continue to shape and influence our action planning process over the next three years:

- Planned responsiveness
- Maximising on our position in the City Region economy
- Building on our social assets
- Capitalising on our strengths
- Growing the low carbon economy
- Addressing the barriers to employment and skills progression through integrated approaches
- Mutually rewarding Public, Private, and Third Sector Partnerships

Planned responsiveness

Why this is important

Economic development is often driven by opportunism and the ability for places to be ready to do the right sort of deals to attract the right investment at the right time. Therefore our approach is to be agile and remain responsive to the changing economic and policy context.

What this means in practice

Some of the ways that we will ensure we are ready and capable of taking advantage of sustainable growth opportunities will include:

- Planning for growth by utilising the Knowsley Local Plan to identify and prepare suitable sites for business and investment.
- Marketing the borough to raise awareness of Knowsley's enviable strengths and promote its opportunities and selling points to potential local, national and global investors.
- Ongoing economic monitoring through the refresh of the ERS evidence base.

Maximising on our position in the City Region economy

Why this is important

Knowsley forms part of the Liverpool City Region which is defined as a functional economic area. This is one of the most contained labour markets within the country. Four transformational sectors of growth have been identified. Our approach will involve ensuring that the borough supports and flourishes from these areas of growth.

What this means in practice

Some of the ways we will maximise on our position in the City Region economy will include working closely with the Liverpool City Region Local Enterprise Partnership to deliver its action plan and ensure that Knowsley and Knowsley residents benefit from major growth and regeneration projects. We will also support residents to access the learning and development opportunities within the City Region so that they have the right skills to gain the new jobs, as directed through the City Region Skills for Growth Agreements.

Building on our social assets

Why this is important

In order to establish Knowsley as a location of choice where people want to live and businesses want to invest, we must support and encourage our residents to build and strengthen their own communities.

What this means in practice

We have already begun to build on our social assets through the launch of Knowsley's Community Empowerment Strategy. Our ongoing efforts will focus on enabling residents and supporting them to become more independent and less reliant on the council and the services we provide.

Case Study One

Building on our social assets

Creating opportunities for people to improve their quality of life through Corporate Social Responsibility

Knowsley Housing Trust (KHT) is a successful Housing Association that provides homes to over 25,000 people through its 14,000 properties in Knowsley. It forms part of the First Ark Group which is well known for its commitment to building sustainable communities and empowering tenants through Corporate Social Responsibility (CSR). Its approach to CSR is split under four headings:

- **Partnerships** - Working in partnership to achieve the best outcomes for our communities.
- **People** - Creating an inclusive, safe and fun work environment.
- **Communities** - Supporting the development of sustainable communities.
- **Environment** - Positively managing our impact on the environment.

Some of the practical ways that KHT is supporting tenants to improve their quality of life is through the procurement process. Its Investment Programme contracts require partners to provide a minimum of 52 training weeks for one local resident for every £1.5 million of works contract value.

The Trust is also supporting charities and social enterprises to address social and economic challenges. For example KHT has supported local social enterprise Care and Share Associates (CASA) Knowsley to secure £75,000 in grant funding to help the enterprise get off the ground. CASA Knowsley is a local franchise of CASA, an employee owned social care enterprise that operates branches throughout the UK. CASA offers home care services to enable vulnerable, elderly or disabled people to remain in their homes. CASA has created 33 jobs in Knowsley in its first 12 months and now serves 131 people, delivering 1,222 hours of support each week.

KHT is committed to continually improving its corporate and social responsibility performance. CSR now forms part of staff competency review and part of every employee's induction. KHT is also looking at ways to incorporate volunteering as a yearly activity for staff.

Capitalising on our strengths

Why this is important

Knowsley boasts significant assets, not least its world class manufacturing sector, suburban lifestyle offer, excellent connectivity network and affordable housing. We must use our particular strengths to the greatest possible effect and build on what we do best.

What this means in practice

Some of the ways we will grow and strengthen our assets include enhancing our business infrastructure by delivering an easy to access business support service that businesses want and value (see case study below). Such support has already had a positive impact on business formation and survival.

Case Study Two

Capitalising on our strengths

Knowsley Council and Jaguar Land Rover Partnership

Knowsley Council has an impressive track record in meeting the needs of employers in the borough by providing an adaptable and suitably qualified workforce. An excellent example of this is the bespoke training and recruitment package delivered by Knowsley Council to Jaguar Land Rover (JLR). The service delivered to JLR was unique and particularly benefited members of the community who would normally not have access to such opportunities; this resulted in not just a significant change in the lives of individuals, but those of their families and communities as well.

Ten KMBC staff were placed in JLR for over 6 months completing the assessment and interviewing process. Other KMBC staff were located in communities to promote the opportunities and prepare unemployed residents through a series of preparation work programmes. Working with residents across the Liverpool City Region, over 7000 applicants were assessed and 1500 were placed into employment with JLR. Of those that were unsuccessful further work was undertaken to move these residents into other employment opportunities.

JLR has shown an exemplary attitude towards working with and including the local community that JLR is a part of. In conjunction with the major recruitment Jaguar Land Rover committed to work in partnership with KMBC to employ 120 18 - 24 year old and long term unemployed residents on a short-term contract basis. This resulted in 111 of these residents progressing into permanent employment with the company. JLR has also been a significant supporter of the Knowsley Apprenticeship programme, in recent years JLR have employed 30 apprentices through the programme, as well as its usual intake of engineering apprentices.

Growing the low carbon economy

Why this is important

Over the last ten years there has been increased recognition of the impacts of carbon emissions on global warming. In response to mounting concerns, a suite of climate change legislation, targets and incentives have been introduced to move the UK towards a low carbon economy. For Knowsley, the transition towards a low carbon economy brings exciting new business and economic opportunities. Knowsley is already making significant progress in exploring sustainable energy sources, ensuring greater energy efficiency. Growing the low carbon economy will continue to be a key part of our strategy for economic growth with clear opportunities for increasing business activity, employment and re-skilling those with current skills that can be enhanced.

What this means in practice

The Sustainable Knowsley Programme oversees and coordinates the borough's strong portfolio of green energy projects. Some of the ways that we will proactively develop our green economy include:

- Reducing energy consumption and carbon emission from council buildings and supporting businesses to adopt energy efficient measures.
- Growing the low carbon supply chain, for example by supporting local businesses to access supply chain opportunities through the Irish Sea Offshore Wind Programme.
- Developing low carbon and sustainable energy infrastructure by exploring the opportunities to transform KIP into green energy park with a district energy centre.
- Supporting the development of a LCR Sustainability Energy Action Plan (SEAP) which will identify and exploit low carbon energy opportunities by facilitating private and public sector interventions and investment.
- Working with schools, training providers and employers to ensure that young people and those of working age have the opportunity to develop their skills and experience to take advantage of new employment opportunities in the growing low carbon and renewable energy economy.

Case Study Three

Growing the low carbon economy

Transformation of Knowsley Industrial Park into a green business park

Knowsley has a long-term vision to transform Knowsley Industrial Park into the largest green energy park in the North West. The Council feels that the size, scale and range of businesses operating from the KIP provides an excellent opportunity for Knowsley and the Liverpool City Region to seize the business growth, employment, re-training and new/increased skills opportunities arising from the low carbon and renewable energy sector, including the supply chain and new business leads. The practical benefits through improved energy costs and security of energy supply for such a large business location will be significant making a major contribution to the meeting the city region's low carbon emissions targets as well as reinforcing KIP's advantages as a key location for businesses.

A number of options are currently under consideration. These include developing a heat network centred around key energy providers and consumers; developing a biomass centre which would blend biomass to provide a consistent fuel stream for potential consumers in and out of the Park; supporting the establishment of a Smart Grid which promotes efficiency and good practice in electricity usage; and promoting renewable energy and energy efficiency measures to businesses within the Park.

Case Study Four

Low carbon living

Knowsley is maximising on opportunities to increase household energy efficiency through the Community Energy Saving Programme (CESP). The programme is a joint initiative between Central government, energy suppliers and power generators which will see a total of £350m worth of energy efficiency measures installed. CESP is expected to benefit around 90,000 households nationally and will save nearly four million tonnes of CO2 emissions.

In Knowsley, Stockbridge Village was selected for the programme where the majority of homes within the area have warm air heating systems that are less efficient than the conventional boiler and radiator systems. The non-traditional construction of a large number of properties in the area also results in low thermal efficiency and makes insulation methods difficult and expensive. In partnership with British Gas, energy efficiency is being improved by:

- Introducing Energy efficient boilers
- Converting homes with electric heating to gas
- Installing External wall insulation
- Loft insulation

The scheme is being delivered, in two phases and each phase comprises of privately owned and Villages Housing Association social rented stock. In total around 1,800 home are expected to benefit from the scheme. It has also had a positive impact on the local economy through the creation new jobs (nine of which have been taken up by Knowsley residents) and several local construction and logistics companies have also benefited from supply chain opportunities.

Addressing the barriers to employment and skills progression through integrated approaches

Why this is important

Our local economy is not an isolated silo of business and investment activity. Our approach recognises the importance of joining up activity with linking strategies to support people to overcome barriers to employment and promote the conditions for economic growth.

What this means in practice

Some of the ways we will address the barriers to employment and skills opportunities will include:

- Ensuring that schools, colleges and providers are aware of the skills needs of businesses through dissemination of the Skills for Growth Agreements, funded through the City Skills Fund.
- Working with businesses and residents to identify solutions to employment barriers such as childcare, accessibility and skills.

- Strengthening relationships between schools and businesses.
- Working with providers of welfare to work services, learning providers, colleges and other public agencies to ensure they are focused on meeting the needs of residents, particularly those from harder to help groups.
- Working with NHS partners, particularly Knowsley Clinical Commissioning Group to enable people to identify earlier detection and better management of their long-term health conditions.

Case Study Five

Addressing the barriers to employment and skills progression through integrated approaches

Working Well

Working Well is a comprehensive borough-wide programme that aims to assist Knowsley businesses to improve the general health and well-being of their staff in the workplace. It is a joint initiative delivered by Knowsley Council's Environmental Health and Consumer Protection service in partnership with NHS Knowsley and Knowsley Chamber of Commerce. The aims of the programme will be achieved by officers engaging with businesses and helping them to ensure that the workplace environment and policies are conducive to good health. Benefits of a healthier workforce include increased productivity, lower absenteeism and staff retention.

Businesses are asked to sign up to 6 core commitments. They then have the option to work towards 6 health related standards (healthy eating, physical activity, alcohol reduction, smoking cessation, mental health and wellbeing, and health and safety) over a period of time, supported by a working well officer. There are a number of incentives on offer to qualifying businesses who join the programme including discounted leisure memberships and access to small grants for health.

Case Study Six

Addressing the barriers to employment and skills progression through integrated approaches

Skills for Growth agreements

The City Region is projected to create up to a further 130,000 new jobs in the four growth sectors over the next 10 years. There is a clear need for businesses to have particular skills available at particular times, and in order for providers to be able to support learners to have those skills, the providers need to understand what skills are required when. The City Region Employment and Skills Board is facilitating the production of Skills for Growth agreements, which will specify what skills are required by which businesses and when, and these form part of the wider City Skills Fund offer. This then allows schools, colleges, universities and learning providers to plan their courses accordingly. This leading edge approach, developed within the City Region, is now being copied by other areas of the country.

Mutually rewarding Public, Private, and Community and Voluntary Sector Partnerships

Why this is important

Reciprocal relationships and connections between the public, private and third sector are the key to strong and resilient economies. New forms of partnerships are also being encouraged through the establishment of Local Enterprise Partnerships and the bidding process for the Regional Growth Fund.

What this means in practice

Some of the ways we will encourage mutually rewarding partnerships include:

- Utilising the purchasing powers of organisations, particularly within the public sector to create opportunities for small and medium sized businesses, including social enterprises.
- Using the Social Value Act to develop a social value model for Knowsley. This will include better defined social outcomes in contract specifications and evaluation frameworks to ensure (where it is

appropriate) that organisations delivering social benefit are able to compete for contracts or larger businesses who are bidding will include community businesses in their supply chains.

- Building on the work of the Unit for Social Enterprise to grow the social enterprise sector. Together Knowsley Council, Knowsley Community and Voluntary Services, Knowsley Chamber of Commerce, and Knowsley Housing Trust will encourage the development of the social enterprise sector by both supporting the sector through advice and training and by public sector commissioners working to develop the market in areas where they will want delivery from in the future.

Case Study Seven

Mutually rewarding Public, Private, and Community and Voluntary Sector Partnerships

Unit for Social Enterprise (USE)

USE was established 2 years ago by the Council, Knowsley Chamber of Commerce, Knowsley Housing Trust and Knowsley Community and Voluntary Services. Initial work included completing a social enterprise directory and providing development funding to the sector.

It has recently launched through the Knowsley Foundation a social enterprise sector development fund through which money is available for specific sectors to meet future priorities of public sector commissioners. These priority sectors are: adult social care, green economy and recycling; play and youth provision; reoffending; employment and skills.

The Unit now housed in KCVS will continue to support social enterprise development in Knowsley from 2012 to 2014 through the European Funding it has recently received.

Case Study Eight

Mutually rewarding Public, Private, and Community and Voluntary Sector Partnerships

The Knowsley Foundation

The Knowsley Foundation is a new fund under the umbrella of the Community Foundation for Merseyside which brings together private, public and voluntary sector partners to encourage and support social and economic development in local communities. The Foundation was launched in November 2011 by four founding partners: Knowsley Chamber of Commerce, Knowsley Council for Voluntary Service, Knowsley Council and the Community Foundation for Merseyside.

Its vision is to enrich the lives of people in and around Knowsley and through them create united, thriving and prosperous communities. The Foundation's mission is to provide a united approach that will enable charitable grant-making and social investment that will best meet the needs of Knowsley's local communities. It achieves this by encouraging local people, businesses and organisations to donate their money, time, goods, services and expertise to the Foundation in order to contribute to supporting local lives in Knowsley.

The Foundation acts as receiver and distributor of donations and new forms of social finance. For example, it benefits the wider Knowsley community by providing charitable grants to community groups and charities and also by providing funding to support the development of new social enterprises and initiatives. As well as this, it facilitates local volunteering, especially for local businesses.

The Foundation is a pioneering model which is gathering much interest from other areas across the country.

DELIVERY AND EVALUATION

This section explains the intended approach to manage the strategy and its action plan. We have been realistic about the resources available to Knowsley Council and its partners to deliver the proposals and programmes set out in this strategy and action plan. Nonetheless, it is an ambitious agenda and it will be a challenge to deliver successfully. There are a number of key success factors to be considered, including:

Governance arrangements

The success of the ERS will depend on the leadership and support of public, third and private sector partners. Therefore it is proposed that the Knowsley Local Strategic Partnership Executive and the emerging Business Council will jointly oversee the successful implementation of the strategy. The Business Council is in the process of being formed by the Knowsley Chamber of Commerce and will include a cross representation of business leaders.

Where strategy actions that are tied to City Region wide projects and programmes, these will be reported up to LCR Employment and Skills Board and LEP as necessary.

Implementation and monitoring

The strategy action plan will be delivered via a wide network of organisations and partnerships. Partners commitments are set out in accompanying action plan, alongside measures and targets to assess impact and effectiveness of our approach. The Action Plan will be monitored bi-annually and reported to the LSP and Business Council on an annual basis. The Council's 'Policy, Impact and Intelligence Division' will have the role of bringing together all the individual actions evaluation reports and reviewing progress against the strategy goals.

The Overview Scrunity Board will also be updated annually on progress and consulted to express their view on any shifts of focus and changes to the action plan. In line with the vision and principles set out by this strategy, the action plan will be a live document that can be updated as and when necessary to ensure that the borough remains agile and is ready to respond to challenges and opportunities as they arise.

Governance and Implementation Framework



Indicators

Alongside the service based output measures there will be a suite of high level population indicators have also been compiled to monitor the health of our local economy and inform future service priorities.

- Total floorspace developed (Total and by allocation) (Internal monitoring)
- Amount of new full-time jobs created through land development (Internal monitoring)
- Business demography (Enterprise births, deaths and survival)
- Total employment
- Residents earnings
- Work place earnings
- Population count
- Employment rate
- Unemployment rate
- Economically activity
- Economically inactivity
- Self employment rate
- Employment by occupation
- Claimant levels
- JSA claimants
- Percentage of 16-19 year olds who are not in education, training or employment

Impact Assessments

This strategy has been subject to an Equality Impact Assessment and an Integrated Impact Assessment to ensure that environmental, health, social, and equality and diversity issues are recognised and embedded in the strategy.

YEAR 1 ACTION PLAN

September 2012 - August 2013

Actions	Outputs	Impact	Responsibility
Strategic Goal: To promote the conditions for sustainable business growth			
<p>Provision of a comprehensive business support programme to include access to:</p> <ul style="list-style-type: none"> • Small Business Growth Grant (£2k-£10k) • Building Improvement Grant (£10k-£50k) • Signposting to access to finance programmes including MSIF & NW fund • Advice and guidance for applications for regional and national funding such as RGF and GPF • Property matching service • Tender alert service & procurement advice workshops • A 'Business Advocates' team to provide a single point of contact for businesses accessing Council services 	<p>305 business successfully assisted</p> <p>300 jobs created</p> <p>100 jobs safeguarded</p> <p>350 individuals supported</p> <p>100 Apprenticeships created</p>	<p>Improved access to finance for local businesses with the potential for growth</p> <p>Increased number of local businesses bidding for contracts</p> <p>Local businesses provided with single point of access for all interactions with KMBC. Business support team, tel: 0151 477 4000</p>	<p>KMBC / Knowsley Chamber</p> <p>KMBC</p>

Actions	Outputs	Impact	Responsibility
<ul style="list-style-type: none"> • Sector Networks • Advice & Promotion of Energy Efficiency & Climate Change Agendas • Business and employee travel plan advice service • 'Working Well' Programme including grant support • Recruitment, training & mentoring support through Knowsley Works & partners 		<p>Forums established aimed at improved business to business collaboration and identification of inter trading and supply chain opportunities</p> <p>Reduced energy costs and reduction in carbon footprint</p> <p>Reduced barriers to employment through improve transport access</p> <p>Reduced sickness absence at organisations participating in the programme</p> <p>Businesses supported with the recruitment development and retention of staff, including provision of apprenticeships. Funding aligned to business skills needs. Local residents securing employment</p>	<p>KMBC / Knowsley Chamber / LEP</p> <p>KMBC</p> <p>KMBC / Merseytravel</p> <p>KMBC / CCG / Health and Wellbeing Board</p> <p>KMBC</p>
<p>Support local procurement, key actions are:</p> <p>Establish a baseline figure for public sector spend with local businesses in Knowsley and then set an appropriate target to increase this over the next 3 years</p> <p>Promote the tender alert service</p>	<p>A baseline and target for public sector spend to local businesses is agreed</p> <p>Routine alerts to targeted local businesses</p>	<p>Increased social and economic impact of public sector procurement (as measured through the 'Social Value Model')</p> <p>Increased ability to sell to KMBC</p>	<p>KMBC</p> <p>KMBC / First Ark/ NHS</p>

Actions	Outputs	Impact	Responsibility
<p>'Meet the Buyer' events centred on key regeneration projects</p> <p>Procurement contract conditions or voluntary local agreements that encourage local sub-contracting</p> <p>Promote 'The Chest' (eProcurement portal), including sub-contracting opportunities</p> <p>Support of the LCR employment & skills through procurement charter</p> <p>Support businesses in achieving relevant accreditations to aid securing local procurement through the business support programme and procurement advice workshops</p>	<p>1 event per regeneration project</p> <p>Include in all relevant contracts</p> <p>KMBC internet site to have revised selling to the council page. Business support programme and procurement advice workshops</p> <p>Major local businesses sign up to the charter</p> <p>Business support programme and procurement advice workshops</p>	<p>Support local business growth & employment</p> <p>Sustainable & improved economy</p> <p>Access to KMBC and public sector tenders in the North West Access to sub-contracting needs of successful tenderers</p> <p>Increased local employment and skills</p> <p>Increased ability to sell to KMBC and the wider public sector</p>	
<p>Support Social and Community Enterprises to grow and deliver borough priorities through supply chain opportunities and access to finance</p>	<p>20 SE start ups supported</p> <p>8 new (up to 36 mths) SEs supported</p> <p>6 established SEs supported</p>	<p>Development of Social Enterprise sector within the borough promoting social inclusion</p>	<p>KCVS / KMBC / Knowsley Chamber</p>

Actions	Outputs	Impact	Responsibility
<p>Prioritise LCR Growth Sectors and continue to grow infrastructure within:</p> <ul style="list-style-type: none"> • Port logistics • Visitor economy • Advanced Manufacturing • Low Carbon economy • Finance and business services 	<p>KIP Regeneration Programme</p> <p>KIP energy network</p> <p>Prescot Heritage Initiative</p> <p>Kirkby Town Centre Regeneration</p> <p>Opening of Halewood Centre</p> <p>An 18+ skills action plan to deliver the LCR employment and skills strategy</p> <p>Skills for Growth Agreement</p>	<p>New investment attracted into KIP</p> <p>Increased visitors</p> <p>Improved image and perception of Prescot and achievement of THI PI's</p> <p>Increased footfall in Kirkby Town Centre</p> <p>Increased service provision and economic potential of Halewood</p> <p>More residents have high skills and the right skills to gain jobs in growth sectors</p> <p>Links between skills needed by businesses and education providers</p>	<p>KMBC</p> <p>JCP / KCC / JCP / Knowsley Works, 14-19 Partnership</p> <p>LCR Team</p>
<p>Provision of enterprise support programme including:</p> <ul style="list-style-type: none"> • Fresh Start Grants • New Enterprise Allowance Programme 	<p>100 new businesses created</p>	<p>Improved business start up rate for Knowsley</p>	<p>KMBC / Knowsley Chamber / Blue Orchid</p>

Actions	Outputs	Impact	Responsibility
Develop a business forum to promote skills development & and employability	1 x Business forum established with each Centre for Learning 1 specialism and curriculum review per Cfl	Links created between Cfl's and local businesses, individuals aspirations and employment opportunities increased Curriculum's represent the skills needed to secure work in the future	KMBC / Knowsley Chamber / KCC / Private Sector
Establish a Business Council	1 x Business Council Consideration of how Businesses will aid the achievements of the Strategies goals	Businesses capacity to bid for contracts Improved supply chains Businesses becoming more sustainable	Knowsley Chamber

Strategic Goal: To establish Knowsley as a location of choice where people want to live and businesses want to invest

During 2011-2015 build 426 new homes and make land available for up to 2,250 additional homes in the Borough	639 Full time Jobs created £43m investment into the Borough	Increased employment opportunities and investment in the borough as a direct result of the construction activity. New housing provided for existing and new residents of / to the borough	KMBC / First Ark / Plus Dane Group / Villages Housing / Private Sector
Raise the profile of the borough regionally nationally & internationally as a location of choice through: <ul style="list-style-type: none"> Supporting the LEP at key sector events 	Attend and support 5 LEP led key sector events	Perceptions and profile of the borough improved	KMBC / Knowsley Chamber / Private Sector / LEP

Actions	Outputs	Impact	Responsibility
<ul style="list-style-type: none"> Developing an key events plan for the borough Developing both an investment & international strategy for the borough within the LCR proposition Linking with UK Trade and Investment The Discover Knowsley website: www.discoverknowsley.co.uk 	<p>4 key events delivered within the borough</p> <p>Strategy developed and delivery commenced</p> <p>Website launched</p>		
<p>Support land owners / developers / investors to create suitable land and property opportunities aimed at both employment and residential development</p>	<p>10 owners / developers / investors supported</p>	<p>Sites brought forward for economic investment, maximising the potential appeal of the borough to investors</p>	<p>KMBC / Private Sector</p>
<p>Progress development of the KIP Regeneration Programme:</p> <ul style="list-style-type: none"> Prepare overall Outline Business Case for the long term regeneration of the park Develop potential RGF Programme bid Establish economic potential of key development opportunities Explore opportunities for energy network to support businesses on the park 	<p>KIP development procurement process undertaken</p> <p>Undertake procurement process for an energy partner to deliver KIP heat network</p> <p>A KIP Green Energy Hub Feasibility Study</p>	<p>Progress made towards transforming KIP into the largest and most successful business park by 2023</p>	<p>KMBC</p>

Actions	Outputs	Impact	Responsibility
Develop the Knowsley Local Plan to ensure existing and potential employment sites are used sustainably, strategically and support growth sectors	Core Strategy submitted to Government by February 2013	Delivery of the future planning framework for the borough progressed	KMBC

Strategic Goal: To empower Knowsley residents to realise their potential

Assist residents to be work ready through employment related training, and promoting a strong work ethic and entrepreneurial culture	<p>Knowsley Works to support local residents to access employment and or develop key employability skills through provision of:</p> <ul style="list-style-type: none"> • Information Advice & Guidance - 12,000 residents supported • Employability training - 6,000 residents supported • Routeway programmes - 3,000 residents supported • The Knowsley Apprenticeship programme - 100 Apprenticeships created • The Merseyside Apprenticeship Programme - 10,000 LCR. 1,000 young people supported in Knowsley) • The Families Programme - 240 families to improve their employability and gain work experience 	Deliver a 'work ready' workforce for businesses expanding and creating jobs	KMBC, 14-19 Partnership, A4E LTD and Ingeus UK Ltd
--	--	---	--

Actions	Outputs	Impact	Responsibility
	<ul style="list-style-type: none"> 70 young people accessing work experience with employers 		KCC
Deliver sector based work academies for residents on JSA and ESA relevant to local opportunities	136 residents supported	Increase in work readiness	JCP / KCC / JCP / Knowsley Works
Deliver effective learning & skills routes to raise adult skills across key growth sectors	<p>An 18+ skills action plan to deliver the LCR employment and skills strategy</p> <p>Development of a Community Learning Trust</p>	More residents have high skills and the right skills to gain jobs in growth sectors	JCP / KCC / JCP / Knowsley Works, 14-19 Partnership
Supporting businesses in upskilling of their workforce	Skills for Growth Bank	Improved skills and business productivity	LCR
Challenge and support Work Programme providers and JCP to improve performance	Improvement tracked through national & local statistics, SLA's put in place to set minimum standards	Quality of service delivery improved to meet the needs of residents and businesses	City Region Employment & Skills

APPENDIX A

Acknowledgements

This strategy has been benefited from the views and contributions of our public, private and community and voluntary sector partners, including:

- 14-19 Partnership
- All Saints School
- Job Centre Plus
- Knowsley Chamber of Commerce
- Knowsley Community and Voluntary Services
- Knowsley Community College
- Knowsley Foundation
- Knowsley Housing Partnership
- Knowsley Metropolitan Borough Council
- Knowsley Providers Network
- Merseyside Connexions
- Merseyside Police
- Merseytravel
- NHS Knowsley
- Skills Funding Agency
- Villages Housing Association

Over 50 businesses of various sizes and from a range of sectors were also consulted with via the Knowsley Chamber of Commerce annual business survey and a focus group session.

APPENDIX B

Future employment opportunities in the City Region

Development	Predicted jobs created	Timescales	Skills required
Development of Royal Liverpool Biomedical Campus	2,000	Early 2020's	Biology, health, clinical research
Expansion of Daresbury Science and Innovation Campus	12,000	Early 2020's	Advanced instrumentation, microtechnology, nanotechnology, advanced engineering and digital/ICT
Expansion of Liverpool Airport	9,400 ⁸	2030	Construction, retail, hospitality
Irish Sea Offshore Windfarm	3,000	2015	Research and development, marine and offshore engineering
Kirkby Town Centre	1,000	2015 ⁹	Retail, construction, healthcare
Low Carbon energy projects, including; smartgrid, retrofit and microgeneration	8,500	2015	Environmental sciences and management, geophysics, energy generation
Liverpool and Wirral Waters	40,000	2012-2042	Retail, hospitality, construction
Multi-Modal Gateway Rail Freight Interchange Widnes	5,000	2014-2020	Engineering, logistics management, construction
Post Panamax Container	3,000	2012-2016	Logistics management, Marine & Offshore Engineering, maritime civil engineering
The Mersey Gateway	4,640	2015	Logistics management, advanced engineering, marine engineering

⁸ A cautious estimate of future direct and indirect employment at JLA

⁹ Approximate date

APPENDIX C

Glossary of Terms

Term	Explanation
Building Schools for the Future	A school building investment programme in England.
Business start up	A company that is in the first stage of its operations.
Corporate Social Responsibility	A form of corporate self-regulation which encourages activities that have a positive impact on the environment, consumers, employees, communities, stakeholders.
Employment Rate	This is a statistical ratio that measures the proportion of the country's working-age population (ages 16 to 64) that is employed.
Enterprise Zone	Special geographical areas in which certain tax laws are suspended or financing or financial incentives are extended to companies that establish businesses within the zone.
Green Flag Standard	A scheme recognising and rewarding the best green spaces in the country.
Gross Added Value	A measure in economics of the value of goods and services produced in an area, industry or sector of an economy.
Knowsley Housing Trust	A local not for profit housing association.
Knowsley Foundation	A charitable and independent organisation which brings together private, public and voluntary sector partners to encourage and support social and economic development in the communities of Knowsley via charitable activities.
Low Carbon Economy	An economy which has a minimal output of emissions.
Mersey Waters	A collective name for Liverpool Waters & Wirral Waters schemes.
Life Sciences	Fields of science that involve the scientific study of living organisms, for example plants, animals, and human beings.

Term	Explanation
Liverpool City Region	Consists of six local authorities: Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral.
Play Pathfinder	A £3 million project bringing 28 natural play spaces to the borough.
Productivity Rates	The amount of work that can be accomplished in a given time period.
Smart Grid	A digitally enabled electrical grid that gathers, distributes, and acts on information from suppliers and consumers to improve the efficiency, importance, reliability, economics, and sustainability of electricity services.
Social Enterprise	A business with primarily social objectives whose surpluses are principally reinvested for that purpose.
Small and Medium Sized Enterprise (SME)	A small enterprise is defined as an enterprise which employs fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed €10 million. A medium-sized enterprise is defined as an enterprise which employs fewer than 250 persons and whose annual turnover does not exceed £ 50 million or whose annual balance-sheet total does not exceed £ 43 million.
Super Port	A second container terminal to be built at the Port of Liverpool to accommodate two of the new generation post-Panamax container ships, doubling the ports capacity and predicated to create 3,000 jobs.
Sustainable Knowsley Programme	A single, co-ordinated programme that prioritises and implements Knowsley's many low carbon and renewable energy projects.
Working Age Population	People aged between 16 and 64.

Useful contacts

Business Support Team
PO Box 26
Yorkon Building
Archway Road
Huyton
L36 9FB

Tel 0151 477 4000
Fax 0151 443 2345

www.knowsleybusiness.com
www.discoverknowsley.co.uk

email business@knowsley.gov.uk



Knowsley Council