



ST HELENS  
BOROUGH COUNCIL

# DRAFT ST HELENS INCLUSIVE GROWTH STRATEGY 2023-2028



# FOREWORD

A core part of our strategy as a council is to help create a strong, thriving, inclusive and well-connected economy right across St Helens Borough. This Inclusive Growth Strategy sets out in more detail our priorities for the economy and brings together the activity that businesses, the council, further education and training providers, and other organisations working across the Liverpool City Region are undertaking to help our economy thrive. 'St Helens Together' was the banner for our collective efforts to support each other during the COVID-19 pandemic, and it remains core to our ethos as we seek to protect residents and business owners who are struggling during the current recession and cost of living crisis.

A growing economy that supports an improvement in living standards for all our communities is more important than ever. We are publishing this strategy at a time of significant economic uncertainty, and when the rising cost of living is creating real additional pressures for many people every day. We know that inflation has the greatest impact on the least well off and, in particular, energy cost increases disproportionately affect the lowest paid and most vulnerable. Too many of our residents fall into these categories. We are focused on supporting them right now, but also building our resilience as a community to weather future storms.

One of the many exciting things about St Helens Borough is that there are numerous major opportunities for growth and investment projects already underway or starting, supported by the recent adoption of our Local Plan to 2037. The transformational regeneration of Earlestown and St Helens town centres, assisted by major investment from the Towns Fund and the

English Cities Fund Partnership together with other sources, will create new jobs, spaces for entrepreneurs, new facilities for learning and our vibrant cultural and creative organisations, alongside new public realm. The transformation of the former Parkside Colliery and its role within the Liverpool City Region Freeport will see new, well-paid jobs, as will further investment in the Omega strategic employment site. This Inclusive Growth Strategy sets out how we will connect local people and businesses to this vast array of real and live opportunities.

We want to work together with other key anchor organisations in St Helens Borough to create new training programmes, help small businesses get supply chain contracts and gear up for future opportunities. We will help local people get good jobs in the NHS, our colleges and training providers, schools and with major local firms, as well as ensuring that the skills offer here equips people for roles elsewhere. We will work with local businesses, helping existing firms to grow and thrive, as well as working to attract new firms to our borough where location, connectivity and training offer are amongst our many assets, along with our hard-working residents.



**Councillor Kate Groucutt**  
Cabinet Member - Economy, Skills and Business



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# EXECUTIVE SUMMARY

## PEOPLE IN ST HELENS BOROUGH CARE DEEPLY ABOUT OUR PLACE

At the heart of the Northwest, St Helens is an attractive semi-rural place to live, work, visit and invest. We are well located, between the major urban economies of Manchester and Liverpool and highly connected. We are a place of strong, supportive communities and a vibrant identity, rooted in our highly successful world-famous rugby league team and our long-standing industrial heritage as pioneers and a centre for glass, chemicals, pharmaceuticals and coal mining. St Helens is the birthplace of many world firsts, from its rail and canal systems to glass production and, today, innovative manufacturing and engineering businesses are part of a continuing tradition of making. Everyone wants a successful future for St Helens. This Inclusive Growth Strategy sets out the actions we need to take over the next five years to deliver a successful, inclusive economy, driving progress and doing what is needed in the short term as well as for the long term. The Organisation for Economic Co-operation and Development (OECD) defines inclusive growth as: economic growth which creates opportunities for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society.

## MAJOR GROWTH OPPORTUNITIES AHEAD

We have a once in a generation opportunity through the substantial investment planned in St Helens Borough: £200m through the 20-year English Cities Fund and related masterplans, the £25m Towns Fund, major developments at Parkside and Omega West, the Global Centre of Excellence at Glass Futures, St Helens College estate masterplan, strategic housing developments, such as the former Cowley Hill Works and Moss Nook Urban Village. By linking the opportunities together, these investments have the potential to create and act as a catalyst for genuine and lasting change for our residents, improving job quality and wages, enhancing the physical experience and perception of our borough's town centres. We are also benefitting from regional investment to futureproof our economy, including HyNet Northwest, which will produce, transport and store low carbon hydrogen; and LCR Connect, a £30m 212km full-fibre, ultrafast, gigabit-capable network.

We have many of the strengths and assets needed for future success - connectivity, committed people, location, industrial experience and major development opportunities and investment. In the years ahead, we need to get this investment working in a way that maximises benefits for residents and keeps as much of the return in the local economy as possible. This means better jobs for people that want them, getting people back into work who are currently unable to do so, growing local and new businesses, regenerating our borough's town centres and places, building new commercial space and housing, increasing aspirations amongst our children and young people, and providing high-quality services.

## OUR ECONOMY

Long-term industrial change has created complex, well-known and long-standing challenges for our communities. There are important structural issues in our economy that lead to fewer opportunities for many people here:

- **Economic output and productivity are in decline** - Gross Value Added per job of £42,784 is £19,500 lower than the UK average and has declined by 9.1% since 2010. This has contributed to our borough's £2.7bn economy shrinking by 7.3% between 2010 and 2019. This is linked to a reduction in traditional higher output industrial jobs and a shift towards a service-based economy. The contraction in the public sector from 2010 onwards is also a factor.
- **High employment but low wages** - 75% in employment (UK average: 74.7%) but almost 3 in 10 jobs earn below the Real Living Wage - almost 10 percentage points higher than the city region, regional and national averages - and 16.8% of working age residents claim Universal Credit, compared to 13.9% nationally. Almost 1 in 4 neighbourhoods are in the 10% most deprived in the country. School attainment is low, and many residents lack the skills and qualifications needed to access a wider range of opportunities. In addition to the gross average weekly pay in St Helens being lower compared with the national average, the median gender pay gap for all employees (full and part time) in St Helens in 2021 was higher at 19.2% compared to 16.3% in England.
- **Low disposable income with insufficient higher value leisure and retail offer** - due to low wages and high levels of deprivation, there is low disposable income amongst residents, which in turn results in demand for the current low value leisure and retail offer, creating something of a vicious circle for the borough's town centres with lower footfall and spend.
- **Cost-of-living crisis** - we are facing historically high interest rates, a cost-of-living crisis and the threat of recession. These issues are particularly acute for our residents on low wages and households out of work, reducing consumer confidence and spend on our high streets. Our businesses are operating in an increasingly difficult environment with high energy costs and increased cost pressures. In recognition, this Inclusive Growth Strategy is being developed and agreed at an important but uncertain time, we have therefore considered different economic futures and scenarios. We need to respond to these immediate pressures and take proactive longer-term action to further increase local wealth and the value of opportunities available to residents in St Helens Borough - and to retain and grow that wealth in the local economy.
- **Wealth and health** - There is plenty of evidence and studies that show greater and fairer distribution of wealth is linked with better health. Longitudinal studies have documented links between income and multiple health indicators. Delivering inclusive growth provides us with an opportunity to improve health as well as the economy.

## OUR VISION

Our overarching vision for St Helens is set out in the #STHELENSTOGETHER Our Borough Strategy 2021-2030 as:

**WORKING TOGETHER FOR A BETTER BOROUGH, WITH PEOPLE AT THE HEART OF EVERYTHING WE DO BY IMPROVING PEOPLE'S LIVES TOGETHER AND CREATING DISTINCT, ATTRACTIVE, HEALTHY, SAFE, INCLUSIVE, AND ACCESSIBLE PLACES IN WHICH TO LIVE, WORK, VISIT AND INVEST.**

Additionally, we have set a bold ambition to: **'MAKE ST HELENS A NET ZERO BOROUGH BY 2040.'**

Partners in St Helens Borough are clear that we will:

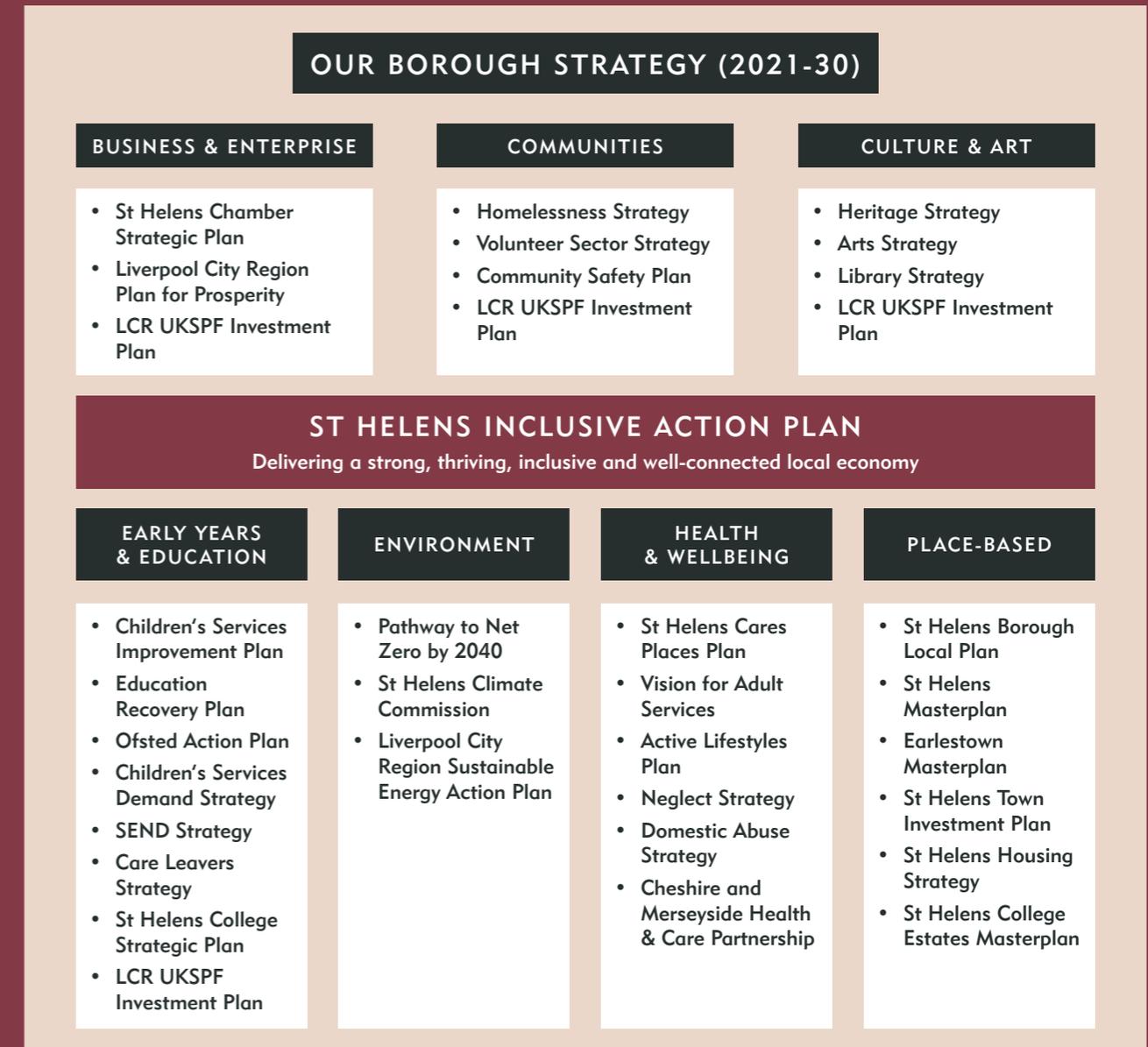
- Ensure that regeneration and town centre renewal involve local communities, businesses, and cultural and creative groups. Everyone will benefit and our economy will grow more if we deepen engagement and collaboration in the borough. We will work with investors and developers to maximise social value and make sure the benefits we want for our residents and businesses are delivered. We will build on the success of transforming Newton-Le-Willows High Street into a bustling hub of independent businesses.
- Work together to tackle the downward pressure on wages whilst the increased cost-of-living causes even more households to struggle. This means more high-quality jobs with the opportunity to earn more for those that want to, visibility of the opportunities that are available, and access to skills and training.
- Continue to look outwards and help residents and businesses to do the same, making commuting and travel easier within and out of the borough, as more people and businesses move

into the wider area. This should include building supply chains with businesses in the Northwest and maximising the role of regional universities.

- Continue to attract investment from UK Research and Innovation, Government departments and the private sector. Inward investment in the borough will both bring new people into the borough and create higher skilled jobs for residents now and in the future.
- Deliver the actions in our Climate Response Plan, which sets out what we will do locally to mitigate and adapt to the risks and effects of climate change, as well as reducing emissions across the Council, residents, communities and businesses. The transition to net zero is a major opportunity for new green jobs, skills and innovation, and we are well placed to benefit from this.

Achieving our vision means working together so that different services, activity and actions from a range of partners and groups in the borough are joined up to create momentum and have the most impact on the wealth and opportunities for our communities.

This Inclusive Growth Strategy aligns with and complements a number of other plans and strategies, as shown below:



## THEMES AND PRIORITIES

This Inclusive Growth Strategy sets out new and additional actions needed over the next five years, which will help achieve its own 15-year vision to:

**DELIVER A STRONG, THRIVING, INCLUSIVE AND WELL-CONNECTED LOCAL ECONOMY, WHILST MAXIMISING OUR DISTINCTIVE STRENGTHS IN INNOVATION RESEARCH, GREEN MANUFACTURING AND SUPPLY CHAINS, AND SUPPORTING THE ACTIVITIES REQUIRED TO REACH NET ZERO BY 2040.**

Partners have agreed three themes that the evidence shows will have the most impact on creating and retaining wealth and opportunities in St Helens Borough for local people and improving household income, health and wellbeing. These three themes are show in the diagram below.



### REGENERATION, DEVELOPMENT AND INWARD INVESTMENT

Deliver land and regeneration investments in a way that maximises economic, social and health outcomes in the borough, including higher value inward investment.

#### PRIORITIES

- Create training and employment opportunities
- Maximise supply chain opportunities for local firms
- Curate the end and ongoing use of developments



### LOCAL BUSINESS GROWTH AND NEW ENTERPRISE

Increase the number of local businesses that grow and stay in St Helens Borough, and support innovation, low carbon transition, and productivity gains.

#### PRIORITIES

- Create the conditions for scale and productivity growth in our businesses
- Encourage entrepreneurship and new enterprises to start
- Reinvigorate businesses and the retail and leisure offer in our town centres
- Attract new businesses to invest and locate in the borough



### PUBLIC AND PRIVATE SECTOR KEY WORKER JOBS

Ensure everyone has a fair experience of work and is able to access opportunities for progression and higher pay if they want to, and maximise the economic and social potential of these sectors.

#### PRIORITIES

- Improve job quality
- Support people into work and had to progress

## DELIVERING OUR GROWTH STRATEGY

We are setting up a new Growth Board to bring private sector and public sector partners together to help deliver our Inclusive Growth Strategy. Our local collaboration activity through the joint venture on Parkside and the English Cities Fund partnership, as well as other major infrastructure investments, means we will robustly and carefully curate these opportunities to have maximum impact for our local economy. St Helens Borough

needs the right kinds of businesses to grow and locate, the right kind of skills from its providers, and the right kind of approach and attitude from anyone investing or doing business in the borough. This is achievable, but experience elsewhere, including in nearby boroughs, shows that this curation and active management is essential for delivering the benefits that residents deserve.

## OUR AIMS AND PRIORITIES

The tables on the next page summarise our aims and priorities by theme.



## REGENERATION, DEVELOPMENT AND INWARD INVESTMENT

<p><b>Create training and employment opportunities</b></p>	<ul style="list-style-type: none"> <li>• Develop a St Helens Borough Skills Pledge to give young people and adults a clear route to good quality jobs in the borough and in the wider economy, including increased visibility of opportunities; ensuring access to a range of qualifications, such as apprenticeships, T-levels and others, focused on construction, engineering, low carbon, and health and social care; a refreshed schools and business programme; and a retraining offer for adults</li> <li>• Extend our employment programmes in construction and regeneration to ensure that investment in the English Cities Fund partnership, Parkside, Omega West and other sites delivers real opportunities for people, including apprentices</li> <li>• Design and deliver a marketing campaign to raise awareness of the opportunities available across the borough, empowering and involving teaching staff and parents in communicating these messages</li> </ul>
<p><b>Maximise supply chain opportunities for local firms</b></p>	<ul style="list-style-type: none"> <li>• Maximise the local employment and supply chain opportunities and social value from our investments for people and local businesses by negotiating and renegotiating contracts</li> <li>• Create a new and expanded Supply Chain Support and Local Procurement Platform to support St Helens Borough</li> <li>• Businesses to access new opportunities linked to our major investments and sites, as well as to identify local suppliers, increasing the amount of investment spent locally</li> <li>• Implement St Helens Borough Local Procurement Plan, to more than double local procurement value, with the potential to increase spend in the local economy by over £30m</li> </ul>
<p><b>Curate the end and ongoing use of developments</b></p>	<ul style="list-style-type: none"> <li>• Increase the availability of high-quality, flexible employment space, including industrial units for manufacturing and engineering firms in St Helens</li> <li>• Connect local entrepreneurs, community groups and young people with space in vacant units to enable them to hold pop-ups, events and pilot initiatives through a meanwhile use programme</li> <li>• Identify, create and promote new community, cultural and art space, including as part of new market facilities, working with local communities</li> <li>• Give a clear remit to the Growth Board to ensure investment and business growth and location decisions are focussed on the creation of higher value jobs</li> <li>• Deliver safer and more attractive active travel options, integrating the local transport strategy and Local Cycling and Walking Improvement Plans (LCWIP) with Towns Fund and English Cities Fund developments, aiming for 20-minute communities</li> </ul>

## LOCAL BUSINESS GROWTH AND ENTERPRISE

<p><b>Create the conditions for scale and productivity growth in our businesses</b></p>	<ul style="list-style-type: none"> <li>• Evolve our Growth Hub offer, considering UK Shared Prosperity Fund (UKSPF) funding opportunities, to provide long-term support to St Helens Borough businesses and help them grow and thrive</li> <li>• Explore new programmes in digital and tech adoption and low carbon transition, with a focus on SMEs in manufacturing, engineering and construction</li> <li>• Create new business networks aimed at securing opportunities from major developments through collaboration and joint bidding</li> <li>• Establish Flying Start, a scale / accelerator programme to support businesses in St Helens Borough to grow</li> <li>• Identify and provide grow-on space for existing businesses</li> </ul>
<p><b>Encourage entrepreneurship and new enterprises to start</b></p>	<ul style="list-style-type: none"> <li>• Encourage and support the growth of socially trading organisations and community businesses to deliver social benefits for the local community, working in partnership with St Helens Voluntary and Community Action, Kindred and Liverpool City Region Combined Authority (LCRCA)</li> </ul>
<p><b>Reinvigorate businesses and the retail and leisure offer in our town centres</b></p>	<ul style="list-style-type: none"> <li>• Support youth entrepreneurship and enterprise through a St Helens College Enterprise Network where our borough eats, trains, drinks, plays and shops</li> <li>• Support cultural, art, creative and social enterprises</li> </ul>
<p><b>Attract new businesses to invest and locate in the borough</b></p>	<ul style="list-style-type: none"> <li>• Identify and agree appropriate inward investment targets with the LCRCA in manufacturing, engineering, and higher value ecommerce and logistics</li> <li>• Reinvigorate the St Helens Borough brand to attract inward investment and new businesses through a new place marketing platform</li> <li>• Explore a Business Improvement District (BID) as St Helens town centre regeneration is delivered</li> <li>• Create routes into work for residents by developing a St Helens Borough Recruits Programme whereby participants rotate around firms on placements, and expand awareness of career opportunities and routes within and outside of the borough</li> </ul>

## PUBLIC AND PRIVATE SECTOR KEY WORKER JOBS

<p><b>Improve job quality</b></p>	<ul style="list-style-type: none"> <li>• Promote fair employment practices, targeting employers in health and social care, retail, hospitality and logistics, by adopting either the Liverpool City Region or a St Helens Borough Fair Employment Charter</li> <li>• Establish a logistics centre of excellence, focused on supporting businesses in St Helens Borough to develop and lead best practice in higher productivity, increased innovation and new technologies, and the transition to net zero/last mile, exploring options at Omega West and Parkside</li> <li>• Work with the LCRCA to develop a Key Worker Challenge Fund to enable businesses and organisations to develop and test innovative solutions to improve productivity and job quality</li> <li>• Work with the Living Wage Foundation to establish and develop a Real Living Wage campaign with the aim of becoming a Real Living Wage Borough</li> </ul>
<p><b>Support people into work and to progress</b></p>	<ul style="list-style-type: none"> <li>• Explore a St Helens Borough Anchor Institutions Flexi-Apprenticeship Programme, whereby young people and older workers looking to retrain can work as an apprentice on 3-month placements in different organisations</li> <li>• Explore options for matching residents currently out of work with vacancies in anchor institutions through a St Helens Borough Anchor Institutions Employment Programme, and support them to progress through continued support</li> <li>• Create new routes for residents of all ages into entry level, mid-career and managerial roles in the health system, by working with the NHS and the Health Innovation Hub: Skills Academy partners</li> <li>• Address barriers to entry level jobs and progression by targeting the LCRCA Adult Education Budget and Multiply funding streams</li> </ul>

# 1. OUR BOROUGH TODAY



**£2.7BN**

GVA, declining by 7.3%  
2010-19



**183,200**

residents with 2.6% growth  
2016-21 (England 2.2%)



**5,000**

businesses - 98% are  
micro and small businesses



**59,000**

jobs with - 1.7% growth  
2015-20 (UK: 2.7%)

Sources: ONS GVA (2019-19); ONS Census (2016-21); ONS Business Counts (2021); ONS Business Register and Employment Survey (BRES) (2015-19)

## STRATEGICALLY LOCATED

St Helens Borough is a well-connected borough at the heart of the Northwest, located between two major cities, Liverpool and Manchester. Our strategic location provides excellent connections to and from our borough with direct links to the M62 and M6, and via rail. We are a short distance from two international airports and the Port of Liverpool and are near many excellent further education

colleges and universities in the region. Historically our economy has been quite inward facing, but our central location brings increasing opportunities for businesses and residents both in and outside of the borough. It is an attractive semi-rural place to live, work, visit and invest, with over half of our land being green belt.



**4.3M**

employees within  
a 1-hour drive



**35M**

people within  
a 4-hour drive



**30 MIN**

drive to the  
Port of Liverpool



**40 MIN**

drive to  
Manchester

Sources: St Helens Town Investment Plan (2021)



## A PLACE THAT MAKES WITH INDUSTRIAL SKILLS AND HERITAGE

Our heritage is grounded in our world-famous glass making industry, chemical production, pharmaceuticals, canals, railways and coal mining. By the mid-twentieth century, there were 30,000 glass workers and 20,000 miners, and thousands more in other industries. We were home to major employers, including Pilkington Glass, founded in 1826, Beechams, the Vulcan Works and the Daglish Foundry. These industries were the engine of the borough and national economy and offered many generations of St Helens Borough residents lifelong and lasting work.

St Helens Borough, like many similar areas, deindustrialised over the latter half of the 20th century, leading to significant economic restructuring towards a service-based economy

and from large industry to SMEs. It also led to a reduction in jobs with 25% of jobs in Merseyside lost between 1981 and 1996 and a 61% decrease in manufacturing jobs. St Helens Borough has also experienced low and declining productivity, resulting in a contracting economy over the last decade.

St Helens Borough today has a distinctive offer as a place that makes. We are strategically located between two large cities, have space for manufacturing and production in and around St Helens town centre, and have recently attracted research and development (R&D) investment in Glass Futures. We have a large advanced manufacturing and engineering sector, which is home to high-value, innovative firms, including in low carbon, materials science, metals and glass.



**£322M**

manufacturing sector, making up 12% of total GVA



**300**

manufacturing businesses and **5,500** manufacturing jobs



**£43,264**

GVA per job, below the Liverpool City Region average (£49,143)



**31,000**

jobs in health and social care, retail, hospitality and logistics

Sources: ONS GVA (2019); St Helens Town Investment Plan (2021); ONS BRES (2019)





## STRONG LOCAL IDENTITY AND SENSE OF PRIDE

We have been a rugby league borough since 1873 when our world-famous and highly successful team Saints was formed. There is pride both in the industrial history and cultural heritage of the borough, with our listed buildings and conservation areas, and our modern communities. Our close-knit local communities care about each other and their place and want a good future for it. There is a strong entrepreneurial, innovative and community spirit - manifested in both the response to the pandemic through St Helens Together and levels of business creation.

But too many of our resident's face barriers to skills and work and have challenges around wage levels in the context of the rising cost-of-living. For the resilience, health and success of our communities going forward, we need to ensure that residents are aware of and have access to opportunities within and outside of the borough, and that we improve the attainment and work readiness of our school and college leavers.



**3 IN 10**

jobs earn below the Real Living Wage



**1 IN 4**

neighbourhoods in most deprived 10% of the country



**81.5%**

neighbourhoods are 30% worst performing for health in England



**27.3%**

residents are economically inactive but want a job (national: 19.8%)

Source: ONS Annual Survey of Hours and Earnings (2020); MHCLG Index of Multiple Deprivation (2019); ONS Annual Population Survey (2021)

<sup>2</sup>ONS Annual Employment Survey in Turok, I. and Edge, N. (1999) *The jobs gap in Britain's cities: Employment loss and labour market consequences*. JRF.

## MAJOR INVESTMENT HAPPENING

Our borough is a place of enormous potential. We will benefit from significant long-term investment over the coming years that include the following non-exhaustive list:

<p><b>English Cities Fund</b></p>	<p>A 20-year partnership agreement to regenerate Earlestown and St Helens town centres. In St Helens town centre, this includes a new and extended bus station, creation of the new Gamble Square, 50,000 sq. ft of modern offices, new apartments and townhouses, a new destination market hall, homes, retail units, a new hotel, and high quality, aspirational public realm. This work supports other investments including repurposing the Gamble Building as a library, archive and creative hub, and enhancing the World of Glass visitor attraction.</p> <p>The regeneration of Earlestown will create an enhanced historic market square and facilities, flexible event space, landscape and public realm improvements, restoration of the Town Hall, and rail station enhancements.</p>
<p><b>Parkside - Liverpool City Region Freeport</b></p>	<p>The regeneration of the former Parkside Colliery will see the 350-acre site transformed into an employment park of regional and national significance with exceptional connectivity to the M6 via the new Parkside Link Road and to both freight and passenger rail infrastructure. Recognised in the recently adopted St Helens Borough Local Plan 2022-2037, this is the largest Freeport site in the Liverpool City Region.</p> <p>Parkside West is being developed by the Parkside Regeneration LLP, a joint venture between St Helens Borough Council and the developer Langtree. Phase 1 includes 1m sq. ft of logistic employment floorspace, supported by landscaping and public space creation, providing an estimated 1,330 jobs. There are further phases of development planned that will deliver a further 5.2m sq. ft of employment space focusing on the advanced manufacturing sector. A crucial element of future development is the inclusion of a Strategic Rail Freight Interchange on Parkside East.</p>
<p><b>Omega West</b></p>	<p>An approved scheme between Homes England and Omega Warrington/St Helens for a three-phase development, creating over 2,500 jobs. This includes unit one, an 830,000 sq. ft logistics hub for TJ Morris; unit two, a 308,905 sq. ft logistics warehouse, admin and transport office; and unit three, which will be 505,409 sq. ft in size.</p>
<p><b>Cowley Hill Works</b></p>	<p>The largest brownfield allocation in the St Helens Borough Local Plan, catalysing regeneration and delivering circa 1,100 houses. It will create 250 jobs throughout the lifetime of the project and generate £75m GVA.</p>
<p><b>Moss Nook Urban Village</b></p>	<p>A substantial brownfield site with plans for over 800 homes, improved connectivity into St Helens town centre, public transport links, and pedestrian and cycle routes.</p>

<b>Bold Forest Garden Suburb</b>	This will deliver approximately 3,000 dwellings along with associated infrastructure, including extended schools, primary care, local facilities and strategic infrastructure. The site, allocated in the St Helens Borough Local Plan, presents an opportunity to bring about a step change in the housing market, providing aspirational new homes to meet needs in the local area. This includes the full range of family homes and affordable housing.
<b>Glass Futures Global Centre of Excellence</b>	£54m of investment into the facility which will demonstrate innovative technologies and benchmark low carbon fuels. This investment demonstrates St Helens Borough as a centre of innovation where Glass Futures is creating a new glassmaking Pilot Plant facility in St Helens town to provide a global centre of excellence for the sustainable manufacture of glass.
<b>Digital Infrastructure</b>	The £30m CityFibre project will deliver borough-wide full fibre connectivity. Our Town Deal aims to build on the opportunity of the LCR Connect project, which will be completed in 2023, deliver digital infrastructure across the Towns Fund area and borough wide. The creation and maintenance of LCR-wide digital infrastructure will provide additional skills and job opportunities at all levels.
<b>Connected Places</b>	An overarching programme for St Helens town centre which involves enhancements to key public transport nodes, including a new bus station, public realm upgrades to St Helens Central station, creation of enhanced permeability, way-finding and public realm across St Helens town centre, and provision of pedestrian and cycle connections traversing the St Helens Linkway. This aims to improve the travel options for all members of the community, making the borough more accessible overall.

Other transformational investments include the St Helens College Estates Master Plan, our status as one of 24 places prioritised for £1.5m Arts Council England Levelling Up Arts and Culture Funding, and our status as an Educational Investment Area.

These investments will lever in additional private sector investment into facilities, sites and premises, as businesses respond to the scale and potential generated by these programmes. Together the major schemes and the aggregated private development will transform our borough.

**OUR GOAL IS TO MAXIMISE THE IMPACT FROM THESE INVESTMENTS BY LINKING TOGETHER THE INVESTMENTS AND TAKING A NEW APPROACH TO GROW AND RETAIN WEALTH LOCALLY.**

## 2. OUR APPROACH

Our approach to this Inclusive Growth Strategy is grounded in our thorough understanding of the St Helens Borough economy, which we have used to inform our themes. We have also considered how to link our investment opportunities to communities and ensure that investment and actions are targeted to benefit those of our residents who need it most.

### OUR THEMES

**GROWING AND RETAINING VALUE LOCALLY IS CORE TO ACHIEVING A STRONGER, THRIVING, INCLUSIVE AND WELL-CONNECTED LOCAL ECONOMY IN ST HELENS BOROUGH.**

Given the structural challenges in our economy and our major opportunities, we have focused on three themes where we will have most impact on creating and retaining wealth and opportunities in St Helens Borough; linking these to local people, and improving household income, health and wellbeing. The following diagram shows the links between the future opportunities that we have, the structural challenges in our economy from our review of the evidence, and the priorities that we have agreed as a partnership.



### OPPORTUNITIES

#### MAJOR INVESTMENTS

Through the English Cities Fund, Parkside and Omega West. Potential to improve job quality and wages, enhance experience and perception of town centres, and link to the wider regional economy and national and global markets.

#### A PLACE THAT MAKES AND INNOVATES

Distinctive offer around location, existing strengths, space in St Helens town centre and recent R&D investment. Grow value and productivity, supporting businesses to stay and grow and attracting new ones to invest and locate here.

#### A NEW APPROACH TO HIGH EMPLOYMENT SECTORS

Over half of jobs are in four sectors, providing essential services for our communities and economy. Improving job quality, pathways and progression will benefit the income, health and wellbeing of many working age residents.

### STRUCTURAL CHALLENGES

#### ECONOMIC OUTPUT AND PRODUCTIVITY DECLINE

A reduction in traditional industrial jobs, such as glass and coal, and a shift towards a service-based economy with most jobs in health and social care, retail and hospitality. A growing logistics sector due to our strategic location.

#### LOW SKILLS LEVEL, HIGH EMPLOYMENT AND LOW WAGES

There is low school attainment and many residents lack the skills businesses need. Employment rates are high, but low wages mean there are high levels of deprivation and many households are vulnerable to the rising cost of living.

#### LOW DISPOSABLE INCOME AND A LACK OF HIGH VALUE OFFER

This is caused by low wages and high levels of deprivation, resulting in low demand for the current low value leisure and retail offer. Creating a vicious cycle for town centres with lower footfall and therefore higher vacancies.

### THEMES

#### REGENERATION, DEVELOPMENT AND INWARD INVESTMENT

Deliver land and regeneration investments in a way that maximises economic, social and health outcomes in the borough, including higher value inward investment.

#### LOW BUSINESS GROWTH AND ENTERPRISE

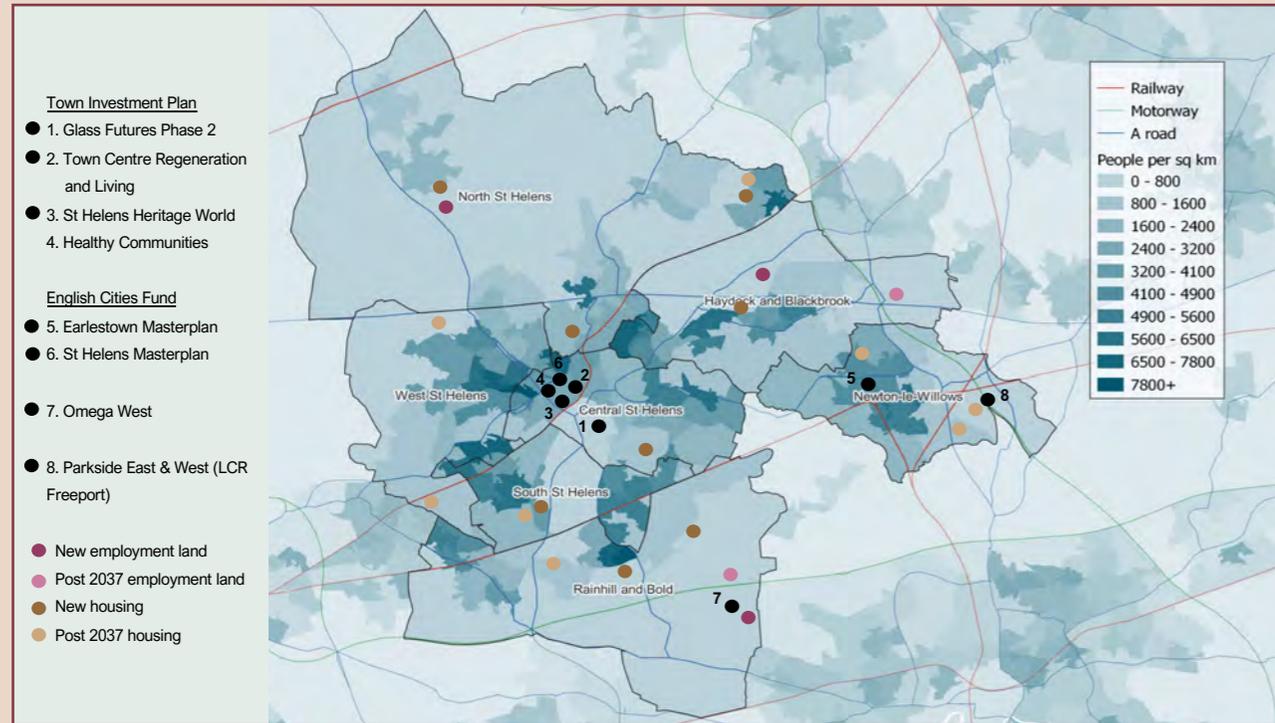
Increase the number of local business that grow and stay in St Helens Borough, and support innovation, low carbon transition and productivity gains.

#### PUBLIC AND PRIVATE SECTOR KEY WORKER JOBS

Ensure everyone has a fair experience of work and is able to access opportunities for progression and higher pay if they want to, and maximise the economic and social potential of these sectors.

## LINKING OUR INVESTMENT OPPORTUNITIES TO COMMUNITIES

We will ensure our residents and businesses contribute to and benefit from our investment opportunities by joining up our investments, integrating activity and better linking our major developments (shown in the map below) to the places where people live and businesses operate.



We will achieve this by delivering actions that connect our communities, neighbourhoods and local businesses to our investment opportunities within St Helens Borough, and opportunities in the city region and wider Northwest.



## TARGETING INVESTMENT AND ACTIONS ON THOSE THAT NEED IT MOST

The actions in this Inclusive Growth Strategy are designed to help those that need it most, whilst growing our economy and infrastructure in ways that mean everyone can benefit:

### 1. RESIDENTS ON LOW WAGES

Many of our households are facing acute pressures from the cost-of-living crisis, particularly for those earning below the Real Living Wage. We have a higher proportion of employee jobs earning below this level in the borough compared to the regional and national average. The Real Living Wage is calculated based on the real cost-of-living, so individuals earning below this threshold may have struggled to meet their day-to-day expenses even prior to the current high levels of inflation. Within

the borough, female employee jobs (35%) are more likely to be paid the Real Living Wage than male employee jobs (23%), and 61.2% of part-time employee jobs are paid below this threshold, compared to 19.8% of full-time employee jobs.

**We will ensure residents have the access to training options and career advice, and higher and fair pay both through job creation and by encouraging a shift in employment practices.**

### 2. RESIDENTS OUT OF WORK DUE TO ILL-HEALTH

Households with people out of work are often amongst those most vulnerable or at the highest risk of poverty. This can also impact health and wellbeing, and school attainment. St Helens Borough has high levels of employment and economic engagement, similar to the national average; however, there are relatively high levels of residents out of work due to ill-health at around

30%, compared to 24.8% nationally. Often residents leave the labour market due to poor health in their 50s and in St Helens Borough, 28.8% of 50-64 year olds are economically inactive, which is slightly higher than the national average (26.9%).

**We will create skills and employment pathways to connect residents to existing and new job opportunities inside and outside of the borough.**

### 3. YOUNG ADULTS NOT IN WORK

For our young adults, being out of work can have a severe effect on physical and mental health and can increase the likelihood of long-term unemployment or low wages. Whilst we have lower than average numbers of young people who are not in education, employment or training, the transition into longer-term employment is not working for too many people

- St Helens Borough has higher than average levels of unemployment amongst young adults aged 20-24 at 13.9%, compared to the national average of 9.5%.

**We will ensure that young adults are aware of the opportunities available locally and are able to access these through training and employment pathways.**



14,000

JOBS EARN BELOW THE REAL LIVING WAGE



7,000

PEOPLE OUT OF WORK DUE TO LONG-TERM ILL-HEALTH



1,500

YOUNG ADULTS UNEMPLOYED



The table below sets out the number of people in St Helens Borough in each target group.<sup>3</sup>  
The number of people in these groups represent a snapshot at a point in time.

GROUP	INDICATOR	NO. IN ST HELENS BOROUGH	PROPORTION IN:		
			ST HELENS BOROUGH	NORTHWEST	UK
<b>RESIDENTS ON LOW WAGES</b>	Employee jobs earning below the Living Wage Foundation Real Living Wage	14,000	29.1%	21.3%	20.2%
<b>RESIDENTS OUT OF WORK DUE TO ILL HEALTH</b>	Residents economically inactive due to long-term sickness	7,000	30.7%	27.5%	24.8%
<b>YOUNG ADULTS NOT IN WORK</b>	Residents aged 20-24 who are unemployed	1,500	13.9%	7.5%	9.5%

<sup>3</sup>Real Living Wage: ONS Annual Survey of Hours and Earnings (2020) using the Living Wage Foundation Real Living Wage of £9.50 (outside of London); economic inactivity and unemployment rate (20-24 year olds): ONS Annual Population Survey (Jan to Dec 2021); NEETs: Department for Education (2021). Note, data is missing for 16-19 unemployment rate.



## 3. OUR SKILLS STRATEGY

Creating and helping people access new skills at all ages is integral to developing a strong, thriving, inclusive and well-connected local economy, raising wages, increasing productivity and supporting business growth. We need to increase awareness and understanding of the opportunities that exist inside and outside of the borough, ensure that residents have access to the right skills that local and regional businesses need, and help residents create new enterprises. This will ensure that residents, both as young adults and throughout their lives, are connected to opportunities, and are able to access progression and higher pay if they want to.

### HIGH DEMAND FOR TECHNICAL AND HIGHER-LEVEL SKILLS IN OUR BUSINESSES

Historically there have been lower skills levels in the borough relative to other parts of the country. Educational attainment at Key Stage 2 is in line with the regional and national average, but performance at Key Stage 4 is below average. There are lower levels of 16-17 year olds not in education, employment or training (NEET) than the regional and national average, but despite a similar proportion of young people continuing into either education, an apprenticeship or work post-18, some young people face challenges during this transition period, resulting in higher than average levels of unemployment amongst young adults aged 20-24 years old. Fewer residents than the regional and national average have higher-level skills, equivalent to a university degree or higher, and a lower proportion of 18 year olds continue in education than the Northwest average.



**44.5**

average score for KS4 in St Helens compared to 45.5 regionally and 46.8 nationally



**3.4%**

of 16/17 year olds are known to be NEET compared to 2.8% in England



**36.5%**

of working age residents have qualifications at NVQ L4 compared to 43.0% in the UK



**73%**

of the workforce received in-work training in the last 12 months compared to 61% in England

Sources: KS4 - Department for Education (2020); NEETs - Department for Education (2021); ONS Annual Population Survey (2020); Employer Skills Survey (2019)

There is high demand amongst our business base for technical and higher-level skills in manufacturing and engineering, construction, and health and social care. Our employers need to continue to invest in upskilling their workforce, building on their strong track record with more staff receiving on the job training in St Helens Borough than the national average.

Our further education institutions and training providers, including St Helens College, Carmel College, University Centre St Helens (which works in partnership with Liverpool John Moores University, University of Chester and University of Central Lancashire), St Helens Chamber and others are working to improve skills levels across the borough. They are actively responding to local skills demand by tailoring their offer and developing an innovative and agile curriculum that meets the needs of students and communities. We have the potential to strengthen the links between the many excellent regional universities and our schools and colleges to raise skills levels and promote opportunities to young people.

### OUR SKILLS PRIORITIES

We will build on the work of further education institutions and training providers and complement the detailed set of actions in the Liverpool City Region Skills Action Plan and the UKSPF Investment Plan, to deliver an integrated approach to skills that is tailored to the specific needs and opportunities across our three themes. We will:

- Connect residents to employment opportunities across the lifetime of our major regeneration projects and developments
- Ensure our residents have the skills and employment pathways to contribute to the growth of our local businesses and to begin new enterprises
- Support people into work and to progress, particularly in public and private sector key worker jobs
- Work collaboratively as a Local Skills Board to address these issues and develop and appropriate skills offer to support residents and businesses to invest and grow

## OUR SKILLS ACTION

- **A new St Helens Borough Skills Pledge.** Giving young people and adults a clear route to good quality jobs in St Helens Borough and in the wider economy, through a new offer that is responsive to the needs and demand of our business base. This will include increasing visibility of opportunities available inside and outside of the borough; ensuring access to a range of qualifications, such as apprenticeships, T-levels and others, focused on construction, engineering, low carbon, and health and social care; a refreshed schools and business programme, and a retraining offer for adults. This will complement UKSPF funded activity to equip residents with green and digital skills, support retraining for those in high carbon sectors.
- **Routes into work in our major sites.** Extending our successful employment programmes in construction and regeneration, and increasing awareness of such opportunities, to ensure that investment in the English Cities Fund partnership, Parkside, Omega West and other sites delivers real opportunities for people, including apprentices. This aligns with employment support for inactive people through UKSPF.
- **A marketing campaign to raise awareness of training and employment opportunities across the borough.** This will empower and involve teaching staff and parents in communicating these messages.
- **A new St Helens College Enterprise Network.** This will support youth entrepreneurship and enterprise in the Education and Entertainment Zone to help young people and adults set up businesses in the part of the borough where our borough eats, trains, drinks, plays and shops.
- **A new St Helens Borough Recruits Programme.** Creating routes into work for residents by developing a programme whereby participants rotate around firms on placements and expand awareness of career opportunities and routes within and outside of the borough.
- **A St Helens Borough Anchor Institutions Flexi-Apprenticeship Programme** providing rotating 3-month placements and **a wider Employment Programme** for other vacancies in our anchor institutions.
- **New routes into work.** Working with the NHS and the Health Innovation Hub: Skills Academy partners to create managerial pathways and training, and support people into entry level, mid-career and managerial roles in the health system.
- **Targeted Adult Education Budget and Multiply programmes.** Working with LCRCA to ensure that these programmes address barriers to entry level jobs and progression for St Helens Borough residents.



# Student Services

# 4. REGENERATION, DEVELOPMENT AND INWARD INVESTMENT

Our borough has land and space with significant long-term investment planned through the English Cities Fund, Parkside and Omega West. We will work with investors, developers and businesses, and implement targeted interventions to ensure that these investments have a positive and transformational impact on the local economy and

communities, for instance by ensuring contracts go to local companies and that local people benefit from new job opportunities. Improvements to our borough's town centres, the availability and quality of housing and connectivity will both benefit existing residents and attract new talent to the borough.

**WE WILL DELIVER LAND AND REGENERATION INVESTMENTS IN A WAY THAT MAXIMISES ECONOMIC, SOCIAL AND HEALTH OUTCOMES IN THE BOROUGH, INCLUDING HIGHER VALUE INWARD INVESTMENT BY:**

- CREATING TRAINING AND EMPLOYMENT OPPORTUNITIES
- MAXIMISING SUPPLY CHAIN OPPORTUNITIES FOR LOCAL FIRMS
- CURATING THE END AND ONGOING USE OF DEVELOPMENTS

PRIORITIES	AIMS
<b>CREATE TRAINING AND EMPLOYMENT OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>• Develop a St Helens Borough Skills Pledge to give young people and adults a clear route to good quality jobs in the borough and in the wider economy, including increased visibility of opportunities; ensuring access to a range of qualifications, such as apprenticeships, T-levels and others, focused on construction, engineering, low carbon and health and social care; a refreshed schools and business programme; and a retraining offer for adults</li> <li>• Extend our employment programmes in construction and regeneration to ensure that investment in Parkside, Omega West and other sites delivers real opportunities for people, including apprentices</li> <li>• Design and deliver a marketing campaign to raise awareness of the opportunities available across the borough, empowering and involving teaching staff and parents in communicating these messages</li> </ul>
<b>MAXIMISE SUPPLY CHAIN OPPORTUNITIES FOR LOCAL FIRMS</b>	<ul style="list-style-type: none"> <li>• Maximise the local employment and supply chain opportunities and social value from our investments for people and local businesses by negotiating and renegotiating contracts</li> <li>• Create a new and expanded Supply Chain Support and Local Procurement Platform to support businesses in the borough to access new opportunities linked to our major investments and sites, as well as to identify local suppliers, increasing the amount of investment spent locally</li> <li>• Implement St Helens Borough Local Procurement Plan, to more than double local procurement value, with the potential to increase spend in the local economy by over £30m</li> </ul>
<b>CURATE THE END AND ONGOING USE OF DEVELOPMENTS</b>	<ul style="list-style-type: none"> <li>• Increase the availability of high-quality, flexible employment space, including industrial units for manufacturing and engineering firms in St Helens town centre</li> <li>• Connect local entrepreneurs, community groups and young people with space in vacant units to enable them to hold pop-ups, events and pilot initiatives through a meanwhile use programme</li> <li>• Identify, create and promote new community, cultural and art space, including as part of new market facilities, collaborating with local communities</li> <li>• Give a clear remit to the Growth Board to ensure investment and business growth and location decisions are focussed on the creation of higher value jobs</li> <li>• Deliver safer and more attractive active travel options, integrating the local transport strategy and LCWIP with Towns Fund and English Cities Fund developments, aiming for 20-minute communities</li> </ul>



# 5. LOCAL BUSINESS GROWTH AND ENTERPRISE

St Helens Borough has high-value firms in manufacturing and engineering, low carbon, materials science, metals and glass. Our aim is to grow these strengths, through supporting our existing businesses to grow and succeed, and attracting high value, high quality new businesses to our borough. We have a distinctive offer based on our strategic location, industrial space in and around St Helens town centre and recent R&D investment. The transition to net zero is a major opportunity for our businesses to pivot to modern

technologies, innovate and create new green jobs for residents.

To create value locally, we need to invest in the capacity of our local businesses and enable them to fulfil their potential, whilst encouraging businesses to locate in the borough through inward investment. This will complement UKSPF funded activity at the Liverpool City Region level, including strengthening local entrepreneurial ecosystems and supporting local level innovation and R&D.

**WE WILL INCREASE THE NUMBER OF LOCAL BUSINESSES THAT GROW AND STAY IN ST HELENS BOROUGH, AND SUPPORT INNOVATION, LOW CARBON TRANSITION AND PRODUCTIVITY GAINS BY:**

- CREATING THE CONDITIONS FOR SCALE AND PRODUCTIVITY GROWTH IN OUR BUSINESSES
- ENCOURAGING ENTREPRENEURSHIP AND NEW ENTERPRISES TO START
- REINVIGORATING BUSINESSES AND THE RETAIL AND LEISURE OFFER IN OUR TOWN CENTRES
- ATTRACTING NEW BUSINESSES TO INVEST AND LOCATE IN THE BOROUGH

PRIORITIES	AIMS
<b>CREATE THE CONDITIONS FOR SCALE AND PRODUCTIVITY GROWTH IN OUR BUSINESSES</b>	<ul style="list-style-type: none"> <li>• Evolve our Growth Hub offer, considering UKSPF funding opportunities, to provide long-term support to St Helens Borough businesses and help them grow and thrive</li> <li>• Explore new programmes in digital and tech adoption and low carbon transition, with a focus on SMEs in manufacturing, engineering and construction</li> <li>• Create new business networks aimed at securing opportunities from major developments through collaboration and joint bidding</li> <li>• Establish Flying Start, a scale / accelerator programme to support businesses in St Helens Borough to grow</li> <li>• Identify and provide grow-on space for existing businesses</li> </ul>
<b>ENCOURAGE ENTREPRENEURSHIP AND NEW ENTERPRISES TO START</b>	<ul style="list-style-type: none"> <li>• Encourage and support the growth of socially trading organisations and community businesses to deliver social benefits for the local community, working in partnership with St Helens Voluntary and Community Action, Kindred and LCRCA</li> </ul>
<b>REINVIGORATE BUSINESSES AND THE RETAIL AND LEISURE OFFER IN OUR TOWN CENTRES</b>	<ul style="list-style-type: none"> <li>• Support youth entrepreneurship and enterprise through a St Helens College Enterprise Network where our borough eats, trains, drinks, plays and shops</li> <li>• Support cultural, art, creative and social enterprises</li> </ul>
<b>ATTRACT NEW BUSINESSES TO INVEST AND LOCATE IN THE BOROUGH</b>	<ul style="list-style-type: none"> <li>• Identify and agree appropriate inward investment targets with LCRCA in manufacturing, engineering, and higher value ecommerce and logistics</li> <li>• Reinvigorate the St Helens Borough brand to attract inward investment and new businesses through a new place marketing platform</li> <li>• Explore a BID as St Helens town centre regeneration is delivered</li> <li>• Create routes into work for residents by developing a St Helens Borough Recruits Programme whereby participants rotate around firms on placements, and expand awareness of career opportunities and routes within and outside of the borough</li> </ul>

# 6. PUBLIC AND PRIVATE SECTOR KEY WORKER JOBS

Over half the jobs in St Helens Borough are in health and social care, retail, hospitality, and logistics. These are vital to the functioning of our economy and communities, and are large employers, offering a range of jobs from entry level through to managerial. But for too many people, jobs in these sectors are often characterised by low wages and few opportunities for progression and development. We have an opportunity to use our collective agency as a group of anchor institutions and build on existing programmes, such as the Liverpool City Region Fair Employment Charter to improve job security, quality, employment and progression. There is also the potential as anchor

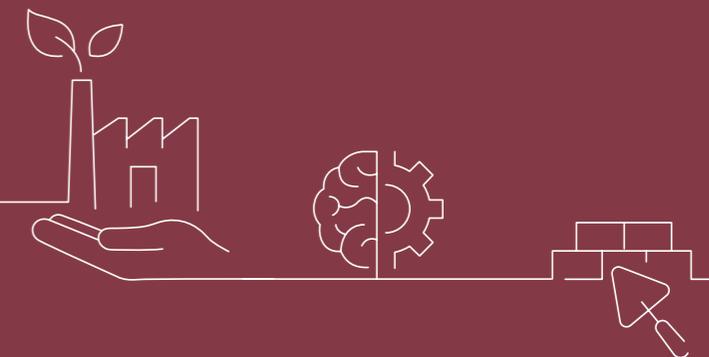
institutions to empower key workers as innovators and support creative approaches to public service delivery.

To ensure we maximise these opportunities, we are exploring schemes and programmes established elsewhere such as the Greater Manchester Foundation Economy Programme Challenge Fund, which aims to create higher pay and better jobs in the city region and reduce economic inequality while increasing productive investment. Similarly, the North Ayrshire Community Wealth Building Anchor Charter aims to create a more diverse business base while ensuring wealth is locally owned and improving collective wellbeing.

**WE WANT EVERYONE TO HAVE A FAIR EXPERIENCE OF WORK AND BE ABLE TO ACCESS OPPORTUNITIES FOR PROGRESSION AND HIGHER PAY IF THEY WANT TO, AND WILL MAXIMISE THE ECONOMIC AND SOCIAL POTENTIAL OF JOBS IN THESE SECTORS BY:**

- IMPROVING JOB QUALITY
- SUPPORTING PEOPLE INTO WORK AND TO PROGRESS

PRIORITIES	AIMS
<b>IMPROVE JOB QUALITY</b>	<ul style="list-style-type: none"> <li>• Promote fair employment practices, targeting employers in health and social care, retail, hospitality and logistics, by adopting either the Liverpool City Region or a St Helens Borough Fair Employment Charter</li> <li>• Establish a logistics centre of excellence, focused on supporting businesses in St Helens Borough to develop and lead best practice in higher productivity, increased innovation and new technologies, and the transition to net zero/last mile, exploring options at Omega West and Parkside</li> <li>• Work with LCRCA to develop a Key Worker Challenge Fund to enable businesses and organisations to develop and test innovative solutions to improve productivity and job quality</li> <li>• Work with the Living Wage Foundation to establish and develop a Real Living Wage campaign with the aim of becoming a Real Living Wage Borough</li> </ul>
<b>SUPPORT PEOPLE INTO WORK AND TO PROGRESS</b>	<ul style="list-style-type: none"> <li>• Explore a St Helens Borough Anchor Institutions Flexi-Apprenticeship Programme, whereby young people and older workers looking to retrain can work as an apprentice on 3-month placements in different organisations</li> <li>• Explore options for matching residents currently out of work with vacancies in anchor institutions through a St Helens Borough Anchor Institutions Employment Programme, and support them to progress through continued support</li> <li>• Create new routes for residents of all ages and abilities into entry level, mid-career and managerial roles in the health system, by working with the NHS and the Health Innovation Hub: Skills Academy partners</li> <li>• Address barriers to entry level jobs and progression by targeting the LCRCA Adult Education Budget and Multiply funding streams</li> </ul>



# 7. IMPLEMENTATION

Our Inclusive Growth Strategy has set out a clear vision, aims and priorities to further increase local wealth and the value of opportunities available to residents - and to retain and grow that wealth in the local economy. An active, strong partnership between local businesses, skills providers, community and voluntary groups and St Helens Borough Council will be vital in making it happen.

## OUR GROWTH BOARD

We are setting up a new Growth Board that will oversee implementation of the core growth elements of this Inclusive Growth Strategy. It will provide a coherent and collective voice for growth-based activity in our borough, co-ordinating partnership activity to deliver the Borough Strategy, support the delivery of the Local Plan and implementation of this Inclusive Growth Strategy.

It will also bring private sector and public sector partners together to deliver other inclusive growth opportunities for St Helens Borough. This partnership and integration of effort will be needed to deploy our collective networks and assets available to deliver this Inclusive Growth Strategy.



## DELIVERY PLANS

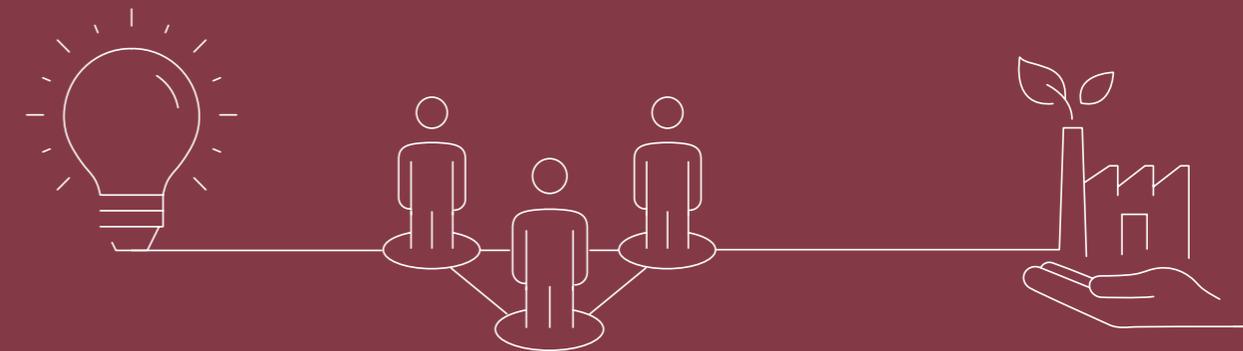
We have developed high-level delivery plans for each of our thematic areas. Under each priority, we have a set of aims, which include:

- **Actions** - specific actions for either one or multiple organisations.
- **A rationale** - linking back to our vision and ambition.
- **Lead People** - either one organisation or a group.
- **Outcomes to be achieved** - setting out the potential benefits for our communities and local economy.
- **Deliverability status assessment** - providing a three-scale RAG status to assess the deliverability of the action, including funding, capacity, approvals (e.g. planning permission)

and interdependencies with other actions. Where possible we will look to use existing resources and UKSPF, whilst continuing to attract funding from UK Research and Innovation and Government departments, and leverage investment from the private sector.

- **Dependencies** - identifying where funding, capacity and approvals need to be secured, or where interdependencies with other actions need to be considered.
- **Timescales** - for delivery of the priorities and actions.

More detailed delivery plans with clear timelines and milestones will be developed as part of the implementation of our Inclusive Growth Strategy.



## REGENERATION, DEVELOPMENT AND INWARD INVESTMENT

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD PEOPLE	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Create training and employment opportunities</b>	Develop a St Helens Borough Skills Pledge to give young people and adults a clear route to good quality jobs in the borough and in the wider economy, including increased visibility of opportunities; ensuring access to a range of qualifications, such as apprenticeships, T-levels and others, focused on construction, engineering, low carbon and health and social care; a refreshed schools and business programme; and a retraining offer for adults.	<ul style="list-style-type: none"> <li>St Helens College (SHC), St Helens Borough Council (SHBC) and St Helens Chamber (SHCh) to explore Skills Pledge and business appetite</li> <li>All partners to work with businesses in target sectors to identify appetite for new / expanded programmes</li> <li>SHCh to develop St Helens Jobs website and Communications Strategy</li> </ul>	Ensure that young people and adults are equipped with the skills to access and benefit from opportunities linked to regeneration and new developments, and in high demand sectors	<ul style="list-style-type: none"> <li>SHBC Assistant Director - Education &amp; Learning</li> <li>SHCh Head of Career Development</li> <li>SHC Principal</li> <li>Liverpool City Region Combined Authority (LCRCA) Executive Director - Investment and Delivery</li> </ul>	<ul style="list-style-type: none"> <li>More local people developing skills and taking jobs in local firms</li> <li>Value created and retained in the local economy</li> <li>Existing work to link people to skills and jobs built upon</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>UKSPF funding</li> <li>Local delivery capacity</li> <li>Communication with communities</li> </ul>	Immediate development activity from 2023 onwards
	Extend our employment programmes in construction and regeneration to ensure that investment in the English Cities Fund, Parkside, Omega West and other sites delivers real opportunities for people, including apprentices.	<ul style="list-style-type: none"> <li>SHBC to explore extending Ways to Work programme to target employment opportunities in construction and regeneration</li> <li>Partnership working with National Careers Service and Adult Education Budget (SHCh and LCRCA)</li> </ul>	Better connect young people and adults to job opportunities linked to regeneration and new developments	<ul style="list-style-type: none"> <li>SHBC Assistant Director - Property &amp; Economy</li> <li>SHBC Assistant Director - Regeneration &amp; Planning</li> <li>SHBC Assistant Director - Education &amp; Learning</li> </ul>	<ul style="list-style-type: none"> <li>More local people moving into employment or higher paid employment</li> <li>Higher earnings levels</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>UKSPF funding</li> <li>Developer social value obligations</li> <li>Local delivery capacity and progress at sites</li> <li>Funding for outreach communities</li> <li>Established developer supply chains</li> </ul>	Activity from 2023 for two years

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD PEOPLE	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Create training and employment opportunities</b>	Design and deliver a marketing campaign to raise awareness of the opportunities available across the borough, empowering and involving teaching staff and parents in communicating these messages	<ul style="list-style-type: none"> <li>SHBC to explore the design of a marketing campaign to target residents and showcase education/career opportunities</li> <li>SHBC to collaborate with other partners to deliver and promote the campaign</li> </ul>	Increase awareness and understanding of opportunities to enable residents to make informed decisions about their training and career pathways	<ul style="list-style-type: none"> <li>SHBC Head of Economy</li> <li>SHBC Head of Regeneration</li> <li>SHBC Head of Communications, Engagement and Reputation Management</li> <li>SHBC Assistant Director - Education &amp; Learning</li> </ul>	<ul style="list-style-type: none"> <li>More local people moving into education or employment</li> <li>More local people developing skills and taking jobs in local firms</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Human resource capacity requiring prioritisation</li> </ul>	Immediate activity from 2023 onwards
<b>Maximise supply chain opportunities for local firms</b>	Maximise the local employment and supply chain opportunities and social value from our investments for people and local businesses by negotiating and renegotiating contracts	<ul style="list-style-type: none"> <li>SHBC to implement new Social Value Policy</li> <li>SHBC to review existing contracts and further integrate social value into all new procurement processes, and to collaborate with partners through the Growth Board to encourage others to do the same</li> </ul>	Maximise the benefits to local communities and businesses from regeneration and new developments	<ul style="list-style-type: none"> <li>SHBC Assistant Director - commercialisation</li> </ul>	<ul style="list-style-type: none"> <li>More local people taking construction jobs</li> <li>Local firms benefitting from contracts</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	Immediate activity from 2023 onwards

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD PEOPLE	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Maximise supply chain opportunities for local firms</b>	Create a new and expanded Supply Chain Support and Local Procurement Platform to support businesses in the borough to access new opportunities linked to our major investments and sites, as well as to identify local suppliers, increasing the amount of investment spent locally	<ul style="list-style-type: none"> <li>SHBC and Chamber to explore appetite and funding availability amongst local businesses for a new and expanded supply chain support and local procurement platform</li> </ul>	Support businesses to benefit from major investment programmes in St Helens Borough, contribute to carbon reduction targets by shortening supply chains and the distance travelled of materials and staff, and retain spend locally	<ul style="list-style-type: none"> <li>SHCh Head of Business Services</li> <li>SHBC Assistant Director - ommercialisation</li> <li>SHBC - Head of Economy</li> </ul>	<ul style="list-style-type: none"> <li>Stronger local supply chains</li> <li>Lower carbon emissions</li> <li>More scale ups and growing businesses</li> <li>Job opportunities for local people</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>LCRCA and UKSPF funding</li> <li>End user agreements</li> <li>Supply chain frameworks</li> </ul>	Activity from 2023 for two years
	Implement St Helens Borough Local Procurement Plan, to more than double local procurement value, with the potential to increase spend in the local economy by over £30m	<ul style="list-style-type: none"> <li>Implement St Helens Borough Local Procurement Plan</li> </ul>	Proactively helping local firms access and deliver local procurement opportunities will increase jobs, business growth and value in the economy	<ul style="list-style-type: none"> <li>SHBC Assistant Director - Commercialisation</li> </ul>	Potential to more than double local procurement value, with the potential to increase spend in the local economy by over £30m	Funding ● Capacity ● Approvals ● Interdependencies ●	Engagement from business and links to other business support and advice channels will be key	Activity from late 2022 onwards

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD PEOPLE	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Curate the end and ongoing use of developments</b>	Increase the availability of high-quality, flexible employment space, including industrial units for manufacturing and engineering firms in St Helens	<ul style="list-style-type: none"> <li>Continue delivery of employment space through the St Helens Borough Local Plan and SHBC Corporate Asset Strategy</li> </ul>	Ensure that existing businesses have access to employment space so that they can stay in the borough and grow, and create the conditions to attract new businesses to the borough and support start ups	<ul style="list-style-type: none"> <li>SHBC Assistant Director - Regeneration &amp; Planning</li> <li>SHBC Assistant Director - Property &amp; Economy</li> </ul>	<ul style="list-style-type: none"> <li>More start ups</li> <li>More scale ups and growing businesses</li> <li>Increased innovation</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Progress of delivery at Local Plan development sites</li> <li>Planning approvals</li> <li>SHBC Estates capacity for sites disposal programme</li> <li>Viability of brownfield sites</li> <li>LCRCA funding to overcome viability issues</li> </ul>	Immediate enabling activity - delivery over the next five years
	Connect local entrepreneurs, community groups and young people with space in vacant units to enable them to hold pop-ups, events and pilot initiatives through a meanwhile use programme	<ul style="list-style-type: none"> <li>Identify elements of LCRCA UKSPF Investment Plan to potentially fund investment for business support in the borough's town centres</li> </ul>	Enhance the environment and experience of our town centres to increase footfall, whilst supporting businesses and groups to access space	<ul style="list-style-type: none"> <li>SHBC Head of Culture &amp; Wellbeing</li> <li>SHBC Head of Property</li> <li>SHCh Head of Business Services</li> </ul>	<ul style="list-style-type: none"> <li>Local business growth</li> <li>More start ups</li> <li>Improved pride of place</li> <li>Enhanced wellbeing</li> <li>Increased confidence levels and footfall</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Process for and expediency of approvals</li> <li>Engagement with property agents acting for SHBC</li> </ul>	Immediate activity from 2023

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD PEOPLE	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Curate the end and ongoing use of developments</b>	Identify, create and promote new community, cultural and art space, including as part of new market facilities, collaborating with local communities	<ul style="list-style-type: none"> <li>Support the Kindred incubator proposal for creative and social trading organisations</li> <li>SHBC to co-ordinate with LCRCA to deliver cultural space and events through the Borough of Culture 2023 programme</li> <li>SHBC to focus on meanwhile use opportunities across the borough such as the container park at Chalon Way</li> </ul>	Unlock greater value from the culture and art sector by supporting new enterprises, creating opportunities for economic activity and local wealth creation, and supporting people to engage in culture and learning	<ul style="list-style-type: none"> <li>SHBC Head of Culture &amp; Wellbeing</li> <li>SHBC Head of Regeneration</li> <li>SHBC Head of Property</li> </ul>	<ul style="list-style-type: none"> <li>Higher levels of community enterprise</li> <li>Improved wellbeing and community resilience</li> <li>Higher skills levels</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Engagement to identify demand and operators</li> <li>Sustainability</li> <li>Coordination of activities</li> <li>Local delivery at development sites</li> <li>Planning approvals</li> </ul>	Immediate activity from 2023 for the next five years on meanwhile use opportunities
	Give a clear remit to the Growth Board to ensure investment and business growth are focussed on the creation of higher value jobs	<ul style="list-style-type: none"> <li>Growth Board to work together to reinforce discussions with investors, developers and the LCRCA</li> <li>Growth Board to help negotiate, push and lead discussions with developers and LCRCA on inward investment, employment and business opportunities</li> </ul>	Ensure that inward investment creates higher value jobs to improve productivity and increase wages	<ul style="list-style-type: none"> <li>SHBC Executive Director - Place Services</li> <li>SHBC Director - Strategic Growth</li> </ul>	<ul style="list-style-type: none"> <li>More higher value jobs</li> <li>Increased earnings levels</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	Governance arrangements	Immediate activity from 2023

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD PEOPLE	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Curate the end and ongoing use of developments</b>	Deliver safer and more attractive active travel options, integrating the Local Transport Plan and LCWIP with the Towns Fund and English Cities Fund developments, aiming for 20-minute communities	<ul style="list-style-type: none"> <li>SHBC to proactively support the delivery of active travel schemes outlined in the Local Transport Plan and LCWIP</li> </ul>	Ensure that new employment sites are well connected to residential areas, and that workers can get to work via public transport or active travel, helping to reduce carbon emissions	<ul style="list-style-type: none"> <li>SHBC Head of Regeneration</li> <li>SHBC Programme Lead - Infrastructure</li> <li>SHBC Head of Highways &amp; Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Better connectivity</li> <li>Lower carbon emissions</li> <li>Improved access to employment opportunities</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Development and progress of the LCWIP</li> <li>Implementation funding</li> <li>Scheme approvals</li> <li>Deliverability</li> </ul>	Immediate activity from 2023

## LOCAL BUSINESS GROWTH AND ENTERPRISE

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD OFFICER	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Create the conditions for scale and productivity growth in our businesses</b>	Evolve our Growth Hub offer, considering UKSPF opportunities, to provide long-term support to businesses in the borough and help them grow and thrive	<ul style="list-style-type: none"> <li>SHBC and STCh to work together with LCRCA on delivery of UKSPF investment plan locally, including business plan for early implementation</li> </ul>	Develop strong, proactive relationships with business over time to identify growth opportunities, increase take-up of regional specialist programmes and reduce barriers to growth	<ul style="list-style-type: none"> <li>SHCh Head of Business Services</li> <li>SHBC Head Economy</li> </ul>	<ul style="list-style-type: none"> <li>More scale ups and growing businesses</li> <li>Job opportunities for local people</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional LCRCA and UKSPF funding	Immediate activity from 2022 for the next six months
	Explore new programmes in digital and tech adoption and low carbon transition, with a focus on SMEs in manufacturing, engineering and construction	<ul style="list-style-type: none"> <li>SHBC and STCh to work with LCRCA on the development of targeted programmes in the UKSPF Investment Plan, involving business</li> </ul>	Help businesses to benefit from broadband and new digital technologies, and to adopt business practices that support the transition to net zero and carbon reduction targets	<ul style="list-style-type: none"> <li>SHCh Head of Business Services</li> <li>SHBC Head Economy</li> </ul>	<ul style="list-style-type: none"> <li>Higher levels of tech adoption, digitisation and innovation</li> <li>Increased business productivity</li> <li>Reduced carbon emissions</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional LCRCA and UKSPF funding	Immediate activity from 2023 for one year

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD OFFICER	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Create the conditions for scale and productivity growth in our businesses</b>	Create new business networks aimed at securing opportunities from major developments through collaboration and joint bidding	<ul style="list-style-type: none"> <li>SHBC, STCh and partners to review and extend existing networks</li> </ul>	Support development of specialisms, collaboration between businesses and peer learning	<ul style="list-style-type: none"> <li>SHCh Head of Business Services</li> <li>SHBC Head Economy</li> </ul>	<ul style="list-style-type: none"> <li>Stronger collaboration and business relationships</li> <li>Stronger sector specialisms</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Additional LCRCA, UKSPF or other funding</li> <li>Delivery at major development sites</li> </ul>	Activity from 2023 for the next two to three years
	Establish Flying Start, a scale / accelerator programme to support businesses in St Helens Borough to grow	<ul style="list-style-type: none"> <li>SHBC and STCh to work with LCRCA to leverage UKSPF funding</li> </ul>	Help identify and support local growth businesses in the borough, widening the criteria of businesses that can be supported through the scheme	<ul style="list-style-type: none"> <li>SHCh Head of Business Services</li> <li>SHBC Head Economy</li> </ul>	<ul style="list-style-type: none"> <li>More scale ups and growing businesses</li> <li>Job opportunities for local people</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional LCRCA and UKSPF funding	Enabling activity from 2023 for the next year
	Identify and provide grow-on space for existing businesses	<ul style="list-style-type: none"> <li>SHBC to explore existing available and suitable premises that could be used or repurposed as grow-on space for businesses</li> <li>SHBC to review land and property availability in line with Local Plan</li> </ul>	Help existing businesses to grow and develop in the borough by providing appropriate space	<ul style="list-style-type: none"> <li>SHBC Assistant Director - Regeneration and Planning</li> <li>SHBC Assistant Director - Property and Economy</li> </ul>	<ul style="list-style-type: none"> <li>More scale ups and growing businesses</li> <li>Increased innovation</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>SHBC Corporate Asset Strategy</li> <li>Planning approvals</li> </ul>	Enabling activity from 2023

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD OFFICER	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Encourage entrepreneurship and new enterprises to start</b>	Encourage and support the growth of socially trading organisations and community businesses to deliver social benefits for the local community, working in partnership with St Helens Community and Voluntary Action, Kindred and LCRCA	<ul style="list-style-type: none"> <li>Support the Kindred incubator proposal to occupy two properties in St Helens town centre for creative and social trading organisations</li> <li>Continue to work with St Helens Community and Voluntary Action to set up and support Community Interest Companies</li> </ul>	Enable social enterprises to form and grow in the borough, and to deliver social benefits to the local community by trading commercially	<ul style="list-style-type: none"> <li>SHCh Head of Business Services</li> <li>LCRCA Director of Development &amp; Investment</li> <li>SHBC Assistant Director - Regeneration and Planning</li> <li>SHBC Assistant Director - Property and Economy</li> </ul>	<ul style="list-style-type: none"> <li>Higher levels of social and community enterprises</li> <li>Job opportunities for local people</li> <li>Increased community resilience</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	Immediate activity from 2022
<b>Reinvigorate businesses and the retail and leisure offer in our town centres</b>	Support youth entrepreneurship and enterprise through a St Helens College Enterprise Network where our borough eats, trains, drinks, plays and shops	<ul style="list-style-type: none"> <li>SHC to work with Knowsley Community College to proactively create an enterprise network for young people and adults</li> <li>SHC to engage with students around appetite for the network</li> </ul>	Encourage and enable young entrepreneurs and new enterprises to form	SHC Business Development Manager	<ul style="list-style-type: none"> <li>Higher levels of entrepreneurship and enterprise</li> <li>New opportunities for young people and adults</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Additional funding and capacity</li> <li>Senior level approval and commitment</li> </ul>	Enabling activity from 2023

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD OFFICER	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Reinvigorate businesses and the retail and leisure offer in our town centres</b>	Support cultural, art, creative and social enterprises	<ul style="list-style-type: none"> <li>SHBC and STCh to actively engage with LCRCA to leverage Borough of Culture programme funding to develop a supply chain and promote the existing cultural and creative offer in the borough</li> <li>SHBC and partners to scope and explore UKSPF funding to develop a supply chain and promote the existing cultural and creative offer in the borough</li> </ul>	Encourage community and social enterprises to form and grow in the borough, delivering benefits for the local economy and community	<ul style="list-style-type: none"> <li>SHCh Head of Business Services</li> <li>SHBC Head of Culture &amp; Wellbeing</li> <li>SHBC Head of Economy</li> </ul>	<ul style="list-style-type: none"> <li>Higher levels of social and community enterprise</li> <li>Job opportunities for local people</li> <li>Increased community resilience</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Additional LCRCA and UKSPF funding</li> <li>Programme governance</li> </ul>	Enabling activity from 2022 with delivery activity throughout 2023
<b>Attract new businesses to invest and locate in the borough</b>	Identify and agree appropriate inward investment targets with LCRCA in manufacturing, engineering, and higher value ecommerce and logistics	<ul style="list-style-type: none"> <li>SHBC and partners to proactively engage with LCRCA around agreeing a new plan and setting targets</li> </ul>	Ensure that inward investment in the borough translates into higher value jobs with higher earnings levels	<ul style="list-style-type: none"> <li>SHBC Director - Strategic Growth</li> <li>LCRCA Director of Commercial Development &amp; Investment</li> </ul>	<ul style="list-style-type: none"> <li>Higher productivity</li> <li>Increased innovation</li> <li>More job opportunities</li> <li>Higher earnings levels</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	Immediate activity from 2023
	Reinvigorate the St Helens Borough brand to attract inward investment and new businesses through a new place marketing platform	<ul style="list-style-type: none"> <li>SHBC to explore the rebranding of St Helens Borough</li> <li>SHBC to identify goals and aims of the rebranding and begin development</li> </ul>	Promote St Helens Borough to attract new residents, businesses, visitors, and investors	<ul style="list-style-type: none"> <li>SHBC Head of Communications, Engagement and Reputation Management</li> <li>SHBC Director - Strategic Growth</li> </ul>	<ul style="list-style-type: none"> <li>Higher levels of inward investment</li> <li>More job opportunities</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Prioritisation of activity</li> <li>Identification and appointment of branding agency</li> </ul>	Immediate activity from 2023

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD OFFICER	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Attract new businesses to invest and locate in the borough</b>	Explore a BID as St Helens town centre regeneration is delivered	<ul style="list-style-type: none"> <li>SHBC to proactively explore the appetite for a BID with local businesses and SHCh</li> </ul>	Make environmental enhancements to the borough to improve confidence levels and increase footfall, supporting existing businesses and attracting new ones back into the borough	SHBC Assistant Director - Regeneration and Planning	<ul style="list-style-type: none"> <li>Higher footfall</li> <li>Increased confidence</li> <li>Lower levels of retail vacancies</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Additional funding and resource capacity</li> <li>Agreement needed by businesses to set up and fund a BID</li> <li>Progress with English Cities Fund First Phase Development</li> </ul>	Enabling activity from 2023 for three years
	Create routes into work for residents by developing a St Helens Borough Recruits Programme whereby participants rotate around firms on placements, and expand awareness of career opportunities and routes within and outside of the borough	<ul style="list-style-type: none"> <li>SHBC, SHC, SHCh and LCRCA to explore appetite for the programme with firms and residents, including rotating placement programme</li> <li>SHBC to explore the potential to expand the existing SHCh Routeway to Employment Programmes</li> </ul>	Better connect residents in the borough with opportunities in local businesses and organisations, both within the borough and in the wider region	<ul style="list-style-type: none"> <li>SHBC Head of Economy</li> <li>SHCh Head of Career Development</li> <li>SHBC HR Manager</li> </ul>	<ul style="list-style-type: none"> <li>More local people developing skills and taking jobs in local firms</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Governance arrangements</li> <li>Developer/ Partner willingness to participate</li> <li>Legal and employee considerations</li> </ul>	Enabling activity from 2023 for two years

## PUBLIC AND PRIVATE SECTOR KEY WORKER JOBS

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD OFFICER	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
Improve job quality	Promote fair employment practices, targeting employers in health and social care, retail, hospitality and logistics, by adopting either the LCRCA or a St Helens Borough Fair Employment Charter	<ul style="list-style-type: none"> <li>SHBC and LCRCA to explore implementing the LCR Fair Employment Charter or adapting a local version</li> </ul>	Recognise and encourage good employment practices, including health, fair pay and hours, inclusivity and diversity, and employee voice and engagement	<ul style="list-style-type: none"> <li>SHBC Executive Director of Corporate Services</li> <li>LCRCA Director of Corporate Development &amp; Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Better quality jobs</li> <li>Higher earnings</li> <li>Improved health</li> <li>Enhanced wellbeing</li> </ul>	LCR: Funding ● Capacity ● Approvals ● Interdependencies ● ST HELENS BOROUGH: Funding ● Capacity ● Approvals ● Interdependencies ●	LCR: No dependencies St Helens Borough: Prioritisation of activity	LCR: Immediate activity from 2022 St Helens Borough: Enabling activity from 2023
	Establish a logistics centre of excellence, focused on supporting businesses in St Helens Borough to develop and lead best practice in higher productivity, increased innovation and new technologies, and the transition to net zero/last mile, exploring options at Omega West and Parkside	<ul style="list-style-type: none"> <li>SHBC to explore the potential to establish a logistics centre of excellence</li> </ul>	Support the creation of higher value jobs in logistics and encourage businesses to innovate, adopt new technologies and reduce their carbon footprint	SHBC Director - Strategic Growth	<ul style="list-style-type: none"> <li>Increased productivity</li> <li>Higher levels of innovation</li> <li>Reduced carbon emissions</li> <li>Opportunities for start-ups and scale ups</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Additional funding and capacity</li> <li>Further approvals and planning permissions</li> <li>Viability and sustainability of proposal</li> <li>Learning from other such initiatives</li> <li>LCR Freeport opportunity</li> </ul>	Enabling activity from 2023 for the two-three years

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD OFFICER	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
Improve job quality	Explore with LCRCA to develop a Key Worker Challenge Fund to enable businesses and organisations to develop and test innovative solutions to improve productivity and job quality	<ul style="list-style-type: none"> <li>SHBC to proactively explore with LCRCA the appetite to develop a Key Worker Challenge Fund</li> </ul>	Enable businesses in health and social care, retail, hospitality and logistics to adopt new technologies and innovate	<ul style="list-style-type: none"> <li>SHBC Director - Strategic Growth</li> <li>SHBC Executive Director of Corporate Services</li> <li>LCRCA Director of Corporate Development &amp; Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Increased productivity</li> <li>Higher levels of innovation</li> <li>Value created and retained in the local economy</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Additional resource and capacity</li> <li>Approval from LCRCA</li> </ul>	Enabling activity from 2023 for one-two years
	Work with the Living Wage Foundation to establish and develop a Real Living Wage campaign with the aim of becoming a Real Living Wage Borough	<ul style="list-style-type: none"> <li>SHBC to proactively engage with the Living Wage Foundation and explore the options for delivering a Real Living Wage campaign</li> </ul>	Recognise and encourage good employment practices in the borough	SHBC Executive Director of Corporate Services	<ul style="list-style-type: none"> <li>Better quality jobs</li> <li>Higher earnings</li> <li>Improved health</li> <li>Enhanced wellbeing</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Additional resource and capacity</li> <li>Viability</li> <li>Strategic level approval</li> <li>Governance</li> <li>Co-ordination support</li> </ul>	Enabling activity from 2023 onwards

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD OFFICER	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Support people into work and to progress</b>	Explore a St Helens Borough Anchor Institutions Flexi-Apprenticeship Programme, whereby young people and older workers looking to retrain can work as an apprentice on 3-month placements in different organisations	<ul style="list-style-type: none"> <li>SHBC and anchor institutions, including SHCh, SHC and St Helens Cares, to engage with local people and businesses around appetite for a programme</li> </ul>	Develop training and career pathways for residents into St Helens Borough anchor institutions	<ul style="list-style-type: none"> <li>SHBC Assistant Director - Education &amp; Learning</li> <li>SHCh Head of Apprenticeships &amp; Quality</li> <li>SHC Business Development Manager</li> <li>St Helens Cares Place Director</li> <li>SHBC Head of Economy</li> </ul>	<ul style="list-style-type: none"> <li>More local people developing skills</li> <li>Improved pathways into work</li> <li>Improved health and wellbeing</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Additional funding, resource and capacity commitments</li> <li>Strategic level approval</li> <li>Co-ordination support</li> <li>Governance arrangements</li> <li>Legal and employee considerations</li> </ul>	Enabling activity from 2023 for two-three years
	Explore options for matching residents currently out of work with vacancies in anchor institutions through a St Helens Borough Anchor Institutions Employment Programme, and support them to progress through continued support	<ul style="list-style-type: none"> <li>SHBC and anchor institutions, including SHCh, SHC, and NHS Trust, to scope and explore support for co-ordination and management of the collective anchor institutions</li> <li>SHBC and anchor institutions, including SHCh, SHC, and NHS Trust to analyse existing data to match residents with vacancies</li> </ul>	Connect residents who are out of work to vacancies in St Helens Borough anchor institutions, improving economic engagement and income levels for residents, and supporting public sector delivery	<ul style="list-style-type: none"> <li>SHBC Assistant Director - People &amp; Digital Delivery</li> <li>SHCh Head of Careers Development</li> <li>SHC Business Development Manager</li> <li>St Helens &amp; Knowsley Teaching Hospitals NHS Trust</li> <li>SHBC Head of Economy</li> </ul>	<ul style="list-style-type: none"> <li>More local people in work</li> <li>Higher earnings levels</li> <li>Improved health and wellbeing</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	<ul style="list-style-type: none"> <li>Additional funding, resource and capacity commitments</li> <li>Strategic level approval</li> <li>Co-ordination support</li> </ul>	Activity from 2023 for two years

PRIORITY	AIM	ACTIONS	RATIONALE	LEAD OFFICER	OUTCOMES TO BE ACHIEVED	DELIVERABILITY STATUS ASSESSMENT	DEPENDENCIES	TIMESCALES
<b>Support people into work and to progress</b>	Create new routes for residents of all ages into entry level, mid-career and managerial roles in the health system, by working with the NHS and the Health Innovation Hub: Skills Academy partners	<ul style="list-style-type: none"> <li>SHBC and Health Innovation Hub partners to proactively work with the NHS Trust to explore potential career routes for residents</li> </ul>	Improve economic engagement and income levels for residents through job matching and adapting entry requirements. Support public sector delivery by filling vacancies in the health service	<ul style="list-style-type: none"> <li>SHBC Assistant Director - People &amp; Digital Delivery</li> <li>St Helens &amp; Knowsley Teaching Hospitals NHS Trust Deputy Directors of HR</li> </ul>	<ul style="list-style-type: none"> <li>More local people in work</li> <li>Reduced vacancies</li> <li>Better progression pathways</li> <li>Higher earnings levels</li> <li>Improved health and wellbeing</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	Approval by NHS	Activity from 2023 for one year
	Address barriers to entry level jobs and progression by targeting the LCRCA Adult Education Budget (AEEB) and Multiply funding streams	<ul style="list-style-type: none"> <li>SHBC and LCRCA to identify barriers to entry level jobs and progression</li> <li>SHBC and LCRCA to explore ways in which AEB and Multiply funding streams can be targeted</li> </ul>	Support work readiness and ensure that local people have the relevant skills to access entry level jobs and to progress once in work	<ul style="list-style-type: none"> <li>SHBC Assistant Director - Education &amp; Learning</li> <li>LCRCA Executive Director - Investment and Delivery</li> </ul>	<ul style="list-style-type: none"> <li>More local people in work</li> <li>Better progression pathways</li> <li>Higher earnings levels</li> <li>Improved health and wellbeing</li> </ul>	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	Immediate activity from 2023 onwards

# MONITORING PROGRESS

We want to monitor our progress against our vision. As part of Our Borough Strategy, we developed an outcomes framework using a range of measures of success and committed to report our progress to residents.

For our related Inclusive Growth Strategy, we have adapted the outcome measures for the priority of **supporting a strong, thriving, inclusive and well-connected economy**.

OUTCOME	INDICATOR
<p><b>OUR LOCAL ECONOMY RECOVERS AND GROWS AND PEOPLE'S SKILLS AND ACCESS TO JOBS IMPROVES</b></p>	<ul style="list-style-type: none"> <li>• Local businesses are well supported to grow</li> <li>• The local economy is strengthened and diversified</li> <li>• Investment in St Helens Borough increases</li> <li>• People are supported into work</li> <li>• More residents with higher level qualifications</li> <li>• Employment needs are met</li> </ul>
<p><b>OUR TOWN AND NEIGHBOURHOOD CENTRES ARE VIBRANT PLACES FOR ALL TO USE, VALUE AND ENJOY</b></p>	<ul style="list-style-type: none"> <li>• We protect and enhance our town, district and local centres</li> <li>• Perceptions of our town and district centres improves</li> </ul>





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