

**Liverpool**  
City Council

# COUNCIL PLAN

2023-2027



# FOREWORD

## Leader



A handwritten signature in black ink, appearing to read 'Liam Robinson'. The signature is stylized and includes a large, sweeping underline.

**Councillor Liam Robinson**  
**Leader of the Council**

The Cabinet and I are honoured to have been elected to serve the people of Liverpool. We do not take their trust for granted and will unashamedly put the city and its residents first in everything we do.

This Council Plan sets out how our manifesto promises will be delivered over the next four years to make Liverpool fairer, cleaner and stronger for all.

This plan addresses the complex, long-term issues facing our city, many of which have deepened following Covid-19 and the cost of living crisis. Too many families are now forced to choose between heating and eating, with soaring inflation causing pain for residents whilst adding to the cost of delivering council services. Meanwhile, the impacts of climate change are increasingly being felt, making transition to net zero more pressing than ever.

We cannot address these challenges alone and will improve our engagement with residents, businesses, community organisations and the public sector to help make the Council Plan's vision a reality. We will work closely with the Mayor of Liverpool City Region, making the case together for further devolution so we can build on our strengths and reach our full potential.

Liverpool has much to be proud of. As well as hosting the best Eurovision Song Contest ever on behalf of Ukraine, hundreds of local people have opened up their homes to Ukrainian refugees fleeing the horrific war. The city is increasingly hosting major sporting events and its streets are the backdrop for a growing number of films and hit TV series.

Running through this plan is a commitment to do better for our residents. The quality of council services requires significant improvement, to ensure we deliver best value for every pound of public money. We are working closely with government Commissioners on our improvement plans to ensure a full return of all powers and functions to locally-elected leaders.

The council will reset how its services are delivered by taking them closer to those we serve and make us more responsive to our diverse communities. We will also not shy away from tougher enforcement when necessary to make our neighbourhoods cleaner, greener and safer.

Above all, we will do everything we can to deliver high quality, value for money services that improve the lives and life chances of everyone who lives in our city.

# FOREWORD

## Chief Executive



A handwritten signature in black ink, appearing to read 'Andrew Lewis', with a long, sweeping underline.

**Andrew Lewis,  
Chief Executive**

This Council Plan provides an ambitious agenda. The Leader and Cabinet have set clear aims to build a stronger and fairer economy, improve education and skills, create thriving communities, support healthier lives for children and adults, increase connectivity and sustainability across the city, and improve council services.

These six pillars will provide the strategic framework to guide how we do that over the next four years. The Council Plan embeds these strategic objectives into how we work on a day to day basis and will shape our financial planning, performance monitoring, directorate business plans and individual appraisals.

Crucially, the Council Plan sets out a detailed framework for how we will transform and improve service delivery. The Best Value Inspection in 2021, found serious failings in the Council, and led to the appointment of Commissioners to oversee the delivery of improvements at pace.

I do not underestimate the remaining challenges that we need to overcome as an organisation, working with the Commissioners, to establish ourselves as a leading council. It will not happen overnight, but progress has been made. Substantial governance and decision-making changes have

been implemented, including moving to all out elections and a redrawn electoral map. A Council-wide transformation programme has been established, a more robust budget setting process is now in place and the council has structure with improved capacity in many services.

We will build on the progress made and continue our journey to making Liverpool City Council an employer of choice that the whole city can be proud of. In doing so, we can draw on the energy, pride and commitment shown by our staff. This commitment has been clear from when I first arrived in Liverpool, and was in full display in the way we delivered the spectacular Eurovision 2023.

This Council Plan sets a clear ambition to build on such successes and remain focussed on improving the lives of our residents. It sets out how we will build a culture that constantly strives to do better - making a continuous improvement in the services we deliver, and on the wellbeing of the people of Liverpool.

It's an ambition that I'm confident we'll achieve, working closely together with our residents and local partners.

# OUR CITY

Liverpool is a world-famous city with culture at the heart of its offer. Our residents are increasingly diverse but share a common passion, resilience and pride in the city and a commitment to community and fairness. The city has also seen considerable economic and population growth over the past twenty years and this positive trend is set to continue. Liverpool's population profile is comparatively youthful compared with the rest of the UK due to its large student population. However, Liverpool's decline during the latter part of the twentieth century is well-documented and the legacy of that decline can be seen in numerous vacant sites and an ageing housing stock and infrastructure in need of regeneration. The social and economic consequences of this are at the root of the city's challenges, but there are huge opportunities too.

## POPULATION

**485,000**

- increase of **20,000** residents since 2011
- forecast to grow by **28,000** over the next decade

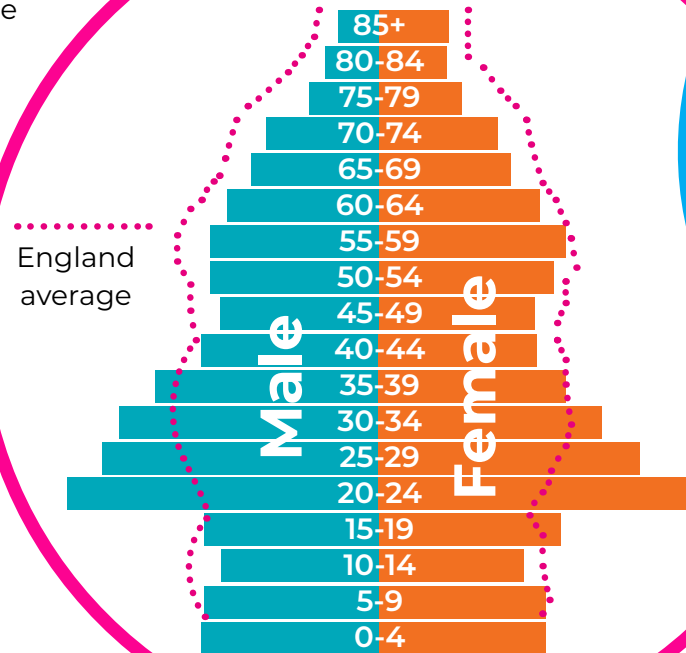
**HOUSEHOLDS**  
**207,500**



## DISABILITY

**24%** identify as disabled  
(18% in England)

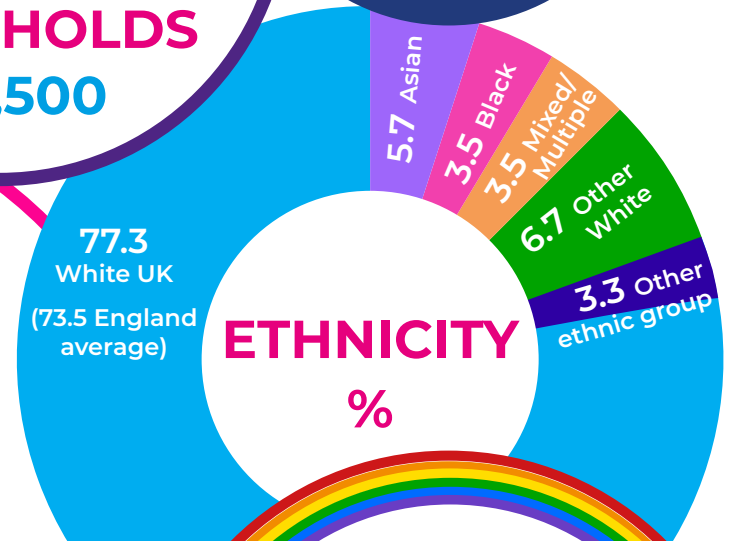
## AGE %



England average

**77.3**  
White UK  
(73.5 England average)

## ETHNICITY %



**4%**

of Liverpool's population aged 16+ identify as LGB+  
(3% nationally)

**0.7%**

of Liverpool's population aged 16+ has a gender identity different from their sex registered at birth

# OUR CITY

## Key statistics

### Residents' survey 2023 feedback

- 74%** satisfaction with local area
- 88%** feel safe in the city during the day
- 53%** feel safe in the city after dark
- 48%** personal finances had deteriorated in the past 12 months.

**50%** increase in business numbers in the past 10 years

## ECONOMY

Total employment

**254,000**

Businesses

**14,725**

GDP

**£15.2bn**

Employment rate **74.3%**  
(National average 75.2%)

Economic inactivity rate **22.4%**  
(National average 21.5%)

## COMMUNITIES

Liverpool is the third most deprived local authority area in England.

**Half** of residents live in areas among the **10% most deprived in England**

### Housing Tenure:

- **47% owner occupied**
- **26% social rent**
- **26% private rate**

Average house Price

**£199,000**

(12 months to July 2023)

## EDUCATION & SKILLS

**64,000** students across Liverpool's

**five major higher education organisations:**

- University of Liverpool,
- Liverpool John Moores University,
- Liverpool Hope University,
- Liverpool School of Tropical Medicine
- Liverpool Institute of Performing Arts

**44.1%** Residents educated to graduate level (NVQ4+)  
(compared with GB average of 43.6%)

**7.9%** of residents have no qualifications  
(compared to with 6.6% national average).

**44.1%** of pupils achieving grade 5 or above in English and Maths GCSEs  
(compared with 49.9% nationally)

**58.4%** of children reached a good level of development at the end of Reception in 2021/22  
(compared with 65.2% England average)

# OUR CITY

## Key statistics

### Residents' survey 2023 feedback

- 37%** describe their physical health as bad or very bad
- 22%** said that their health had deteriorated in the past 12 months.
- 33%** describe their mental health as bad or very bad.
- 23%** said that their mental health had deteriorated in the past 12 months.

### HEALTH

**86** GP practices

**104** dentists

**5** NHS provider Trusts

**8** out of **10** residents

describe themselves as being in good health (Census)

### Life expectancy in Liverpool:

**78.7**  
(English  
average)

**82.4**  
(English  
average)

**Men**  
**75.8yrs**

**Women**  
**78.7 yrs**

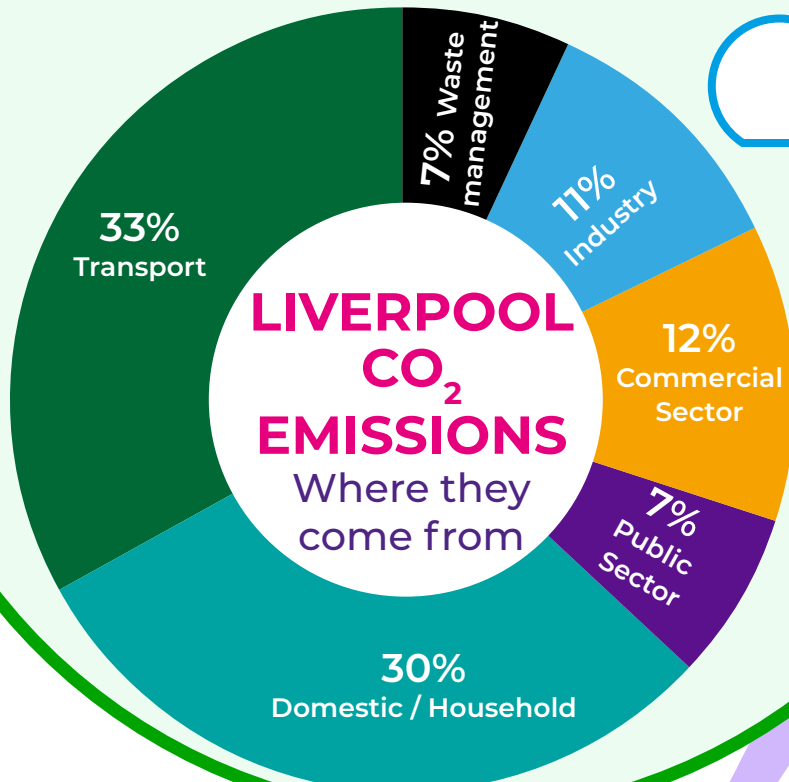
**Within Liverpool** itself people can expect to **live 14.6 years longer** in the **best performing council ward** compared with the **worst performing ward**

# OUR CITY

## Key statistics

### NET ZERO AND SUSTAINABILITY

**22.9%** of all household waste was sent for reuse, recycling or compost in 2021/22, much below the **national average (41.9%)**



### TRANSPORT

**60%** of households own a car  
(compared with **76%** England average)

**5.6%** of adults cycle for travel at least once a week in Nov 21 – Nov 22  
(compared with **6.5%** England average)

**33.9%** of adults walk for travel at least once a week in Nov 21 – Nov 22  
(compared with **29.2%** England average)

**456.3 (kt CO<sub>2</sub>)**  
transport CO<sub>2</sub> emissions (2021)

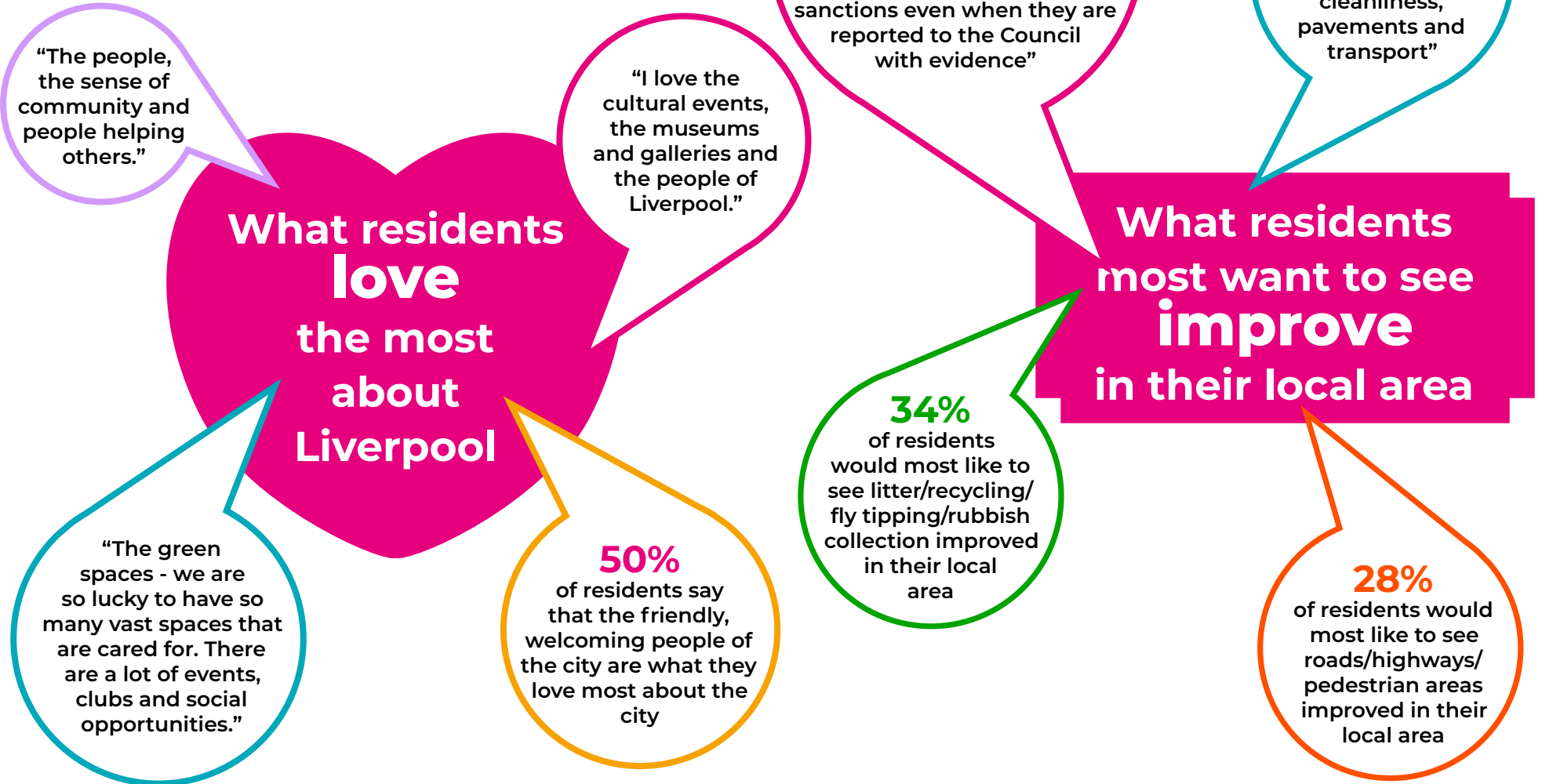
### CULTURE AND VISITOR ECONOMY

Liverpool is the UK's **fifth** most visited destination in the UK for international visitors (pre-pandemic stats)

Liverpool city region welcomed **56 million** visitors in 2022 and tourism supports **51,600** jobs

# OUR CITY

## What residents say about our city





# YOUR COUNCIL

Liverpool City Council is a large and complex organisation with a workforce of approximately 4,270 people (full-time equivalent) delivering valuable services through a range of settings from libraries, to care homes, out on to the streets of the city and into people's homes.

## Balanced budget and sustainable medium-term financial strategy

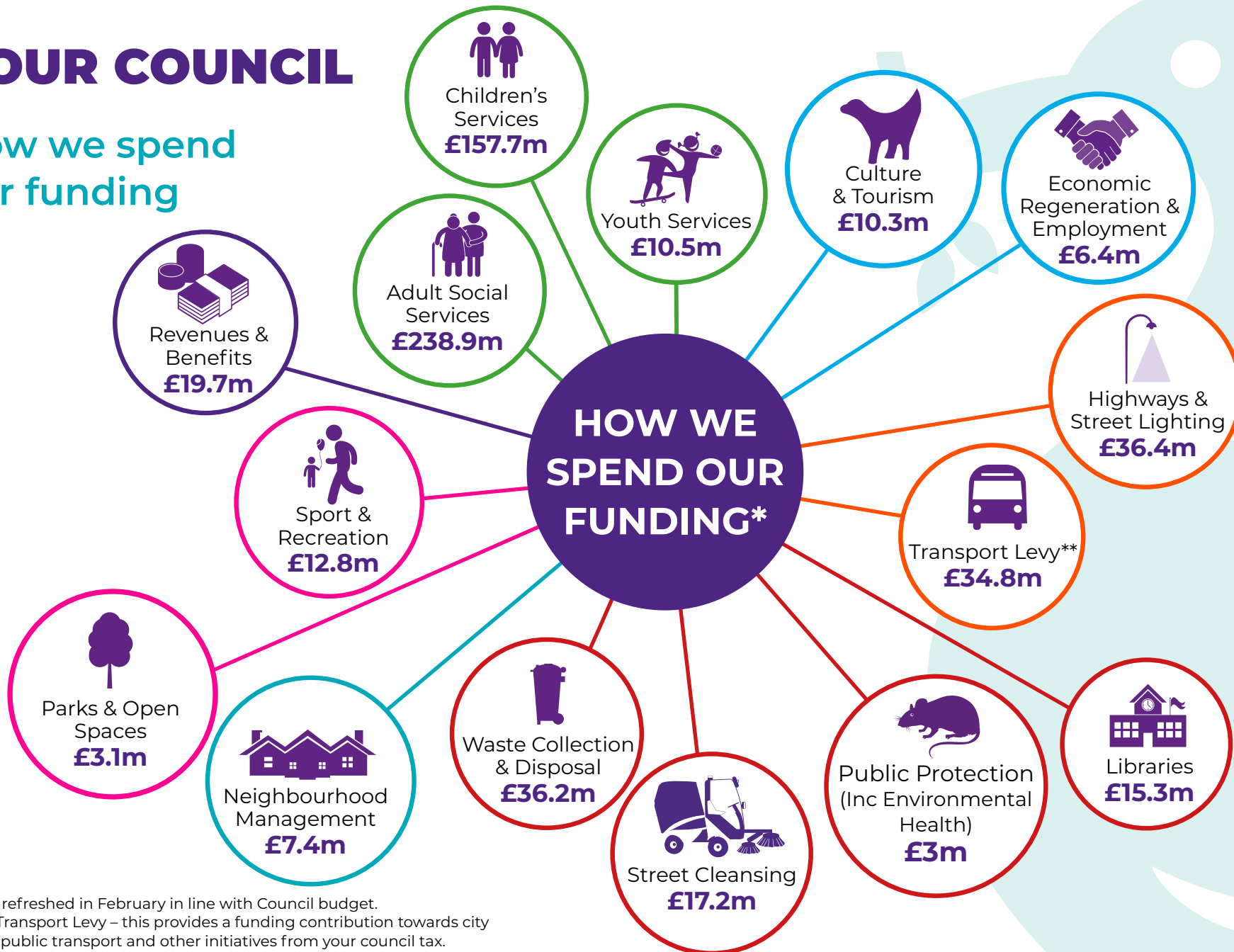
The Budget and Medium-Term Financial Strategy sets out how the council will use its financial resources. The current budget outlines the council's financial income and expenditure for 2023/24 and the Medium-Term Financial Plan sets out how the council intends to use its financial resources to 2026/27.

Our Medium-Term Financial Strategy is a key part of the prudent management and planning of the council's finances. It forecasts the financial position of the council and is reviewed and developed alongside this Council Plan, ensuring our strategic priorities inform our current and future expenditure.



# YOUR COUNCIL

## How we spend our funding



\* To be refreshed in February in line with Council budget.

\*\* The Transport Levy – this provides a funding contribution towards city region public transport and other initiatives from your council tax.

# YOUR COUNCIL

## How we spend our funding

We use our funding to deliver a wide range of services. Recent achievements and activity includes:

- Hosted what has been widely acclaimed as the best Eurovision ever.
- Begun roll out of an award winning underground bins project, which will benefit 27,000 households.
- Awarded a new bulky waste contract - reducing collection wait times from 4/5 weeks to 1.5 weeks.
- Opened the first of five Family Hubs, bringing together services for 0-19 year olds.
- Created 490 additional places for children with special educational needs in enhanced provision, special schools and maintained schools.
- Supported around 1,450 looked after children at any one time.
- Provided ongoing social care and support to 7,500 adults.
- Launched Responding to Violence Against Women & Girls strategy.
- Introduced a new landlord licensing scheme to drive up standards and keep vulnerable tenants safe.



- Published a new Local Plan to guide development in the city over the next 15 years.
- Retained Green Flag status for Sefton Park and Stanley Park.
- Opened The Spine – one of the world's healthiest buildings - which is now home to The Royal College of Physicians and fintech firm Cashplus.
- Completed remediation of Festival Gardens development zone, with 90% of waste material recycled, and created the new Southern Grasslands public park.
- Repaired 9,960 potholes in 2022.
- Opened new segregated bike lanes, launched a new bike and e-scooter rental scheme and introduced Liverpool's first purpose built learn-to-ride facility in Everton Park.
- Helped almost 5,000 people into drug treatment over the past two years.
- Provided library services to 1,620,000 visitors a year across 15 sites.
- Delivered community learning to 5,000 adult learners (19+).
- Administered £1.48m of discretionary grants supporting some of our most vulnerable residents between 2022 and 2023.
- Supported 22,000 families with free school meals between 2022 and 2023.



# YOUR COUNCIL

## Listening to our residents

Resident feedback highlights many things people love about the city (see page 8) and the way it is managed. A majority of people are satisfied with their local area, feel safe in the city during the day and some things that the Council does well are highlighted, such as waste collection. But overall, we know we must improve - constantly seeking to do more and do it better.

Residents want to see improvements across our services. We need to build up trust, improve our customer services and involve people more in decision-making. Fundamentally, we want people to trust that the Council will provide value for money in all that we do.

This Council Plan responds to this feedback, setting out plans to improve the quality of our services and how we engage with our residents – including how we respond to customer queries, deal with issues in neighbourhoods, or work together to design better services. Such engagement will take place on a daily basis. This will be supplemented by resident engagement sessions to explore issues in more depth and we will continue to respond to messages from our annual residents' survey.

## RESIDENTS' SURVEY 2023 FEEDBACK



# YOUR COUNCIL

## Improvement

In June 2021, Commissioners were appointed and directions were placed on the Council. Since then, the Council has worked hard to urgently address key issues, establish firm foundations for its improvement work and focus on securing stability.

Improvements at the Council are being guided by the Strategic Improvement Plan, which has recently been refreshed to align with the Commissioners' Improvement Strategy and this Council Plan.

The Council has three improvement outcomes:

**1. We have well informed, timely and effective decision making, which is evidence led**

**2. We are a well-run and efficient organisation**

**3. We have a positive and open culture**

**The Council has made significant progress in response to the Best Value Inspection since 2021, including:**

- Successful management of the 2023 all-out elections, including ward boundary changes.
- Recruitment of a new, permanent chief executive and new senior leadership structure.
- Strong, positive and professional political and officer relationships and a successful councillor induction programme.
- A budget setting process that has delivered a more robust, structured and inclusive budget for the next three years.
- Creation of a council-wide transformation programme to deliver sustainable savings and improve services and outcomes for residents.
- Changing our culture and how we work, ensuring we listen to and engage with staff, deliver leader and manager development programmes, and progress with the development of our People Strategy.
- Significant changes to governance and decision-making, with a focus on improving the quality and timeliness of our decisions, renewing our constitution, Member development training, establishing a new scrutiny model and preparing for all-out elections and a new single-member ward model.
- Service-specific improvements including in planning, highways and property.
- Both the Council and Commissioners recognise that there is much more to do and are committed to work at pace to secure the improvements and allow the return of powers and functions to the council.

# YOUR COUNCIL

## Our People

Our employees are our most valuable asset and we want to create a positive, progressive and open work culture that supports everyone to thrive. The Council's new People Plan details our approach for achieving this goal and sets our vision to become an employer of choice with a skilled, diverse and healthy workforce delivering real change for Liverpool.

The Council also continues to further embed our culture change programme throughout everything we do. We recognise that putting our people first is key to supporting wellbeing, retaining staff and achieving transformation. Underpinning this approach to transformation includes training leaders to instil a culture of collaborative leadership, promoting a culture of inclusion and transparency, and listening to staff so they feel valued and confident at work.



# YOUR COUNCIL

## Our Values

Our values were developed with our employees and are central to everything we do:

- One Team:** We work as one team to serve our city and make a difference: listening, learning and working together with all of our partners to improve outcomes. We take responsibility and hold each other to account.
- Supportive:** We support each other and treat colleagues and customers with kindness, compassion and respect. We are friendly and welcoming, encouraging everyone to be their best.
- Integrity:** We act with integrity, demonstrating strong morals and are honest, open, trustworthy and transparent in our ways of working.
- Inclusive:** We will strive to build an inclusive council that represents our city. We value and celebrate difference and individuality, so that everyone can bring their whole selves to work. We value everyone's contribution.
- Empowering:** We empower and trust our staff to be innovative, creative and curious, being accountable and honest about our actions. We will support our communities to work together and take control in improving their own lives.





# YOUR COUNCIL

## Working with partners

The Council can make a real difference to improving outcomes for the people of Liverpool as a provider of services and through its roles as a significant place-leader, employer and commissioner. This plan sets out how we intend to do this, providing the overarching framework for everything we will do and how we will plan for the future.

However, we know that we cannot deliver our ambitions for this city on our own and will seek to build stronger partnerships locally and nationally – including with the Liverpool City Region Combined Authority – in order to deliver the outcomes set out in the plan. That will also include working hard with partners to secure greater devolved powers for the city and city region where this will lead to better outcomes.

This Council Plan also supports the delivery of a wider [City Plan](#) for Liverpool – developed by leading organisations from the city’s public, private and voluntary sectors. This City Plan provides a place-based agenda for tackling Liverpool’s biggest challenges – with a focus on inequalities - and improving the economic and social welfare and wellbeing of citizens. It recognises that no single organisation can bring about necessary transformative change in these areas, and outlines how partners can better work together – combining their resources and aligning public service delivery, in pursuit of shared aims and outcomes.

Our Council Plan vision aligns closely to the City Plan, focusing primarily on the elements of the city-wide plan where we deliver actions ourselves or play a leading role in bringing partners and communities together.



# STRATEGIC FRAMEWORK

## Our vision

Our vision for the city and the council is

### **Liverpool: fairer, cleaner, stronger for all**

The vision is supported by 6 strategic pillars:

Pillar 1 **A strong and fair economy for all**

Pillar 2 **High quality and inclusive education, skills and employment**

Pillar 3 **Thriving communities**

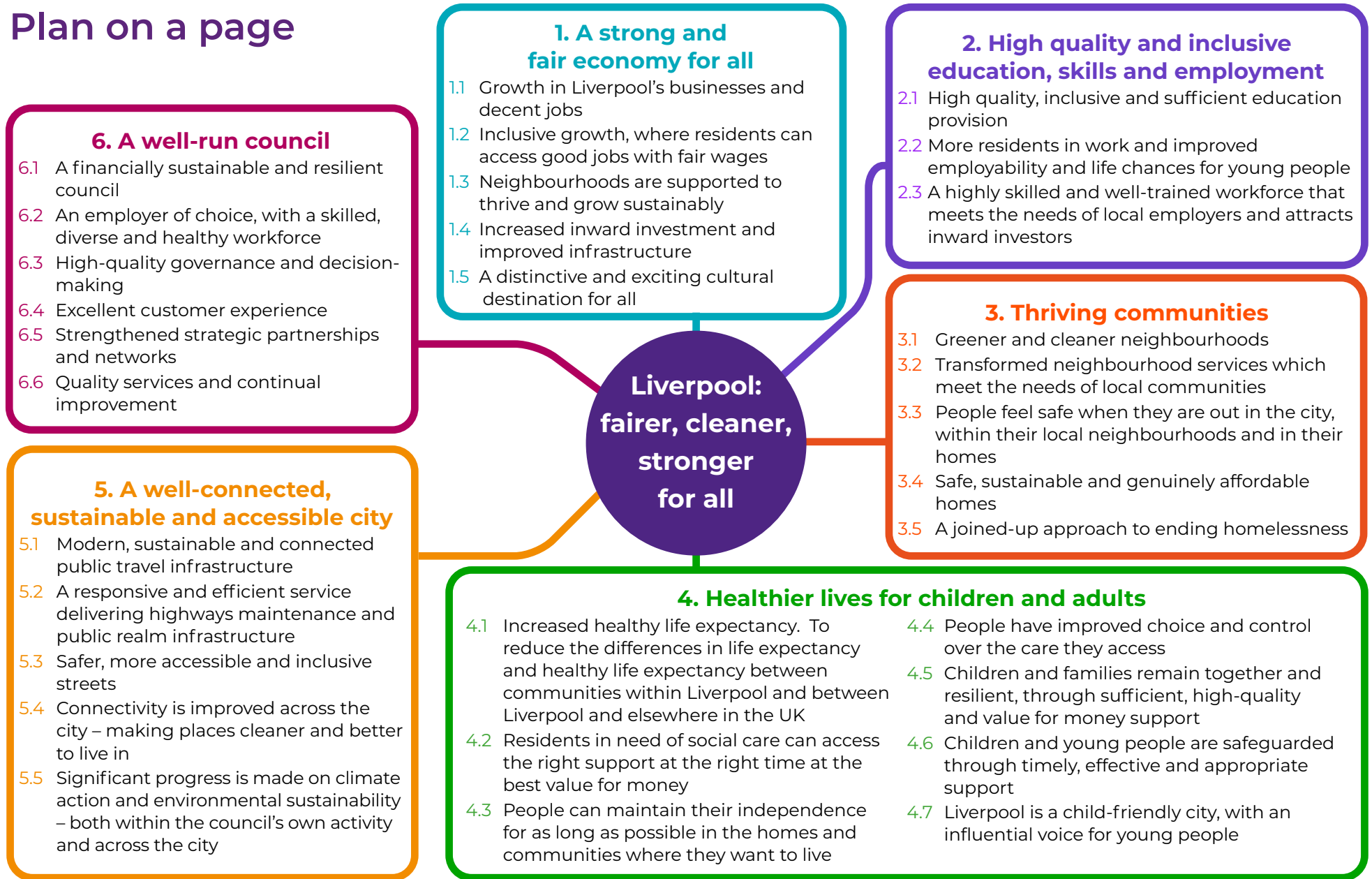
Pillar 4 **Healthier lives for children and adults**

Pillar 5 **A well-connected, sustainable and accessible city**

Pillar 6 **A well-run council**

Our vision and pillars provide the overarching framework for all that we do and how we will plan for the future.

# Plan on a page



**Cross-cutting principles: Climate action & environment · Inclusion & equalities · Innovation & transformation**

# How the Council Plan fits with other strategies



# Cross-cutting principles

Three cross-cutting principles will shape and inform delivery across the plan's six strategic pillars. These principles are often explicitly referenced in the text and if not, then detailed delivery aligned to these principles will be set out in directorate business plans, supporting strategies and commissioning plans.

## • **Climate action & environment**

In 2019, Liverpool City Council declared that planet Earth is facing a climate change emergency and committed to reaching net zero carbon emissions by 2030. To realise this ambitious target, everything we set out to do in this Council Plan must support increased sustainability, a reduction of harmful emissions and an improved local environment.

### Examples of what we will do:

We will deliver a clear plan to decarbonise the council's direct and indirect emissions, and we will share our net zero approach to influence and mentor partners across the city to do likewise. We will seek opportunities to grow the green economy and upskill residents to benefit, set in place mechanisms to support the decarbonisation of housing, and design and deliver sustainable heat networks across Liverpool to displace fossil fuel use.

We will ask our suppliers to demonstrate good environmental standards, encourage people to travel differently across the city, and we will lead the way in running sustainable major events. Crucially, we'll work with residents and businesses day-to-day to reduce waste and change behaviours.

## • **Inclusion & equalities**

Liverpool is proud of being a welcoming city that celebrates its diverse communities. We want it to be a more inclusive and equal city and will be designing these principles into everything we do. Many of the challenges facing our city affect people differently and will require tailored solutions to ensure the needs of all our residents are met. We also recognise that people may have multiple characteristics and may have different needs because of this.

Across this plan – and through the design of our services and work with partners - we will consistently seek to support those most in need of help, tackle inequalities, ensure basic needs are met and minimise the root causes poverty.

### Examples of what we will do:

Each team in the Council will design and implement standards to ensure our work is focused on improving equality outcomes. In doing so, we will seek to develop a workforce that reflects Liverpool's diverse communities, and which engages more effectively with residents at a neighbourhood level to design services which respond to the needs of different communities. We will also pay due regard to equality when reviewing and developing new and existing strategies, policies and services.

Supporting our most vulnerable residents and tackling inequalities will run through everything we do. In social care we will increase prevention and early intervention support for individuals with complex needs so they can live independently for as long as

possible. Our employment support will provide focussed support for care leavers. We will promote a regional charter to improve worker conditions and pay, and we'll continue to facilitate a city-wide group of partners to jointly tackle the causes and effects of poverty and health inequalities.

### • **Innovation & transformation**

We will constantly review whether what we do, and how we do it, is the best way to deliver modern, efficient and high-quality services that support residents to live independently, and to thrive. In doing so, we will consider how we can make the most of innovative technologies, new ways of working and foster greater collaboration across the council and with our partners. We have already begun several programmes to this effect, which are weaved across this plan, including how we work at a neighbourhood level.

#### Examples of what we will do:

We will transform the way people access and move through adult social care services, promoting independence and better use of technology. We'll change the way children's social care is delivered, with a focus on families. And we'll develop a new neighbourhood model, which will inform how our residents and communities actively help to shape the public services of tomorrow.



# Pillar 1

## A strong and fair economy for all

We will work with stakeholders and proactively support businesses, clusters, quality developments, investment and events that enable Liverpool to create a stronger and more inclusive economy.



### Accountability for delivery

- **Cabinet Member for Growth and Economy**
- **Cabinet Member for Health, Wellbeing and Culture**
- **Corporate Director for City Development**
- **Director Culture & Major Events**
- **The Leader of the Council, the Cabinet Member for Finance, Resources and Transformation, and the Chief Executive have accountability and oversight across all six pillars**

### Outcomes: what we want to achieve:

- 1.1 Growth in Liverpool's businesses and decent jobs**
- 1.2 Inclusive growth, where residents can access good jobs with fair wages**
- 1.3 Neighbourhoods are supported to thrive and grow sustainably**
- 1.4 Increased inward investment and improved infrastructure**
- 1.5 A distinctive and exciting cultural destination for all**

# Priorities: how we will deliver the outcomes

## 1.1 Growth in Liverpool's businesses and decent jobs

- a. Develop a clear economic strategic vision for Liverpool, with a place shaping action plan to secure future investment, development and prosperity for the city and its residents. This will be informed by the Strategic Futures Panel and aligned closely with the Combined Authority's plans
- b. Deliver growth in key clusters, sectors and geographical areas to create and retain decent jobs. For example, we'll work with the city region to develop proposals for a Life Sciences Investment Zone and capitalise on burgeoning elements of our creative industries – including the film sector
- c. Create the right environment for businesses to grow through support programmes, effective planning policies and processes, and improved engagement with local suppliers and quality investors
- d. Provide additional opportunities for micro, small and medium enterprises, including through our markets plan, events and accessible procurement

## 1.2 Inclusive growth, where residents can access good jobs with fair wages

- a. Develop and strengthen partnership arrangements with business and skills providers to deliver an employment and skills plan for the city
- b. Help residents to access good jobs in future growth sectors through skills, training and employment support – particularly for those facing the greatest barriers to the labour market
- c. Maximise our social value impact as a major local funder, buyer and asset holder to create benefits for our communities, tackle inequality and improve the environment
- d. Promote and progress Liverpool City Region's Fair Employment Charter, the Real Living Wage and produce a new Liverpool Construction Charter
- e. Support Liverpool's social enterprise sector so that thriving purposeful businesses improve the wellbeing of local communities
- f. Increase digital inclusion, access and skills through working with the Combined Authority and other partners



## 1.3 Neighbourhoods are supported to thrive and grow sustainably

- a. Embed the Local Plan and associated policies across the Council's decision-making to shape high quality place-making and ensure all the council's statutory enforcement functions work together for the betterment of our neighbourhoods
- b. Develop quality placemaking policies to supplement the Local Plan
- c. Work towards new developments complying with the Council's net zero and environmental ambitions
- d. Use our assets as a catalyst for neighbourhood regeneration, including in our most deprived communities
- e. Deliver community benefits and place-based outcomes through the Council's acquisitions, disposals and affording opportunities to others, for example through Community Asset Transfers and Meanwhile Use
- f. Draw on Liverpool's diverse cultural strengths to enhance regeneration and create areas where people want to live and visit – including through our parks, markets, public art, heritage buildings, libraries, leisure and other venues and activity



*Paths of peace, trees of knowledge,  
birds of freedom, leaves of hope.*

## 1.4 Increased inward investment and improved infrastructure

- a. Progress existing major projects, including Anfield Square, Festival Gardens, Littlewoods Film Studios, Kings Dock and Paddington Village
- b. Develop a prioritised pipeline of major projects, with internal and external capital funding clearly identified
- c. Establish new investment and delivery partnerships across Liverpool and the city region to bring new sources of financial and development expertise, enabling delivery at increased pace and scale
- d. Improve project delivery performance, with strengthened programme management and a systematic approach to assurance and delivery processes
- e. Identify and seize new investment opportunities nationally and internationally
- f. Maximise social, employment and financial benefits from all commercial opportunities and investments
- g. Work with the Combined Authority to maximise local impact from improvements to the city region's core infrastructure, including in digital, energy and transport sectors
- h. Develop strategic policies to supplement the Local Plan and help attract quality, sustainable inward investment

## 1.5 A distinctive and exciting cultural destination for all

- a. Launch Destination Liverpool to promote Liverpool internationally and strengthen the visitor economy
- b. Capitalise on the legacy of Eurovision, World Gymnastics Championships and attract other major events - business, leisure, sporting and cultural
- c. Promote Liverpool as a music destination, drawing on the Music City and UNESCO Music City brands
- d. Work with Liverpool's culture, heritage and sports sectors to showcase our city and create opportunities for all residents to engage in creative and physical activities helping to promote improved mental health and wellbeing
- e. Maximise the use of council-owned or managed assets (e.g. our public buildings, public realm and public highway) to generate economic return via the support and facilitation of television & film production, major events, third party private events or brand activation

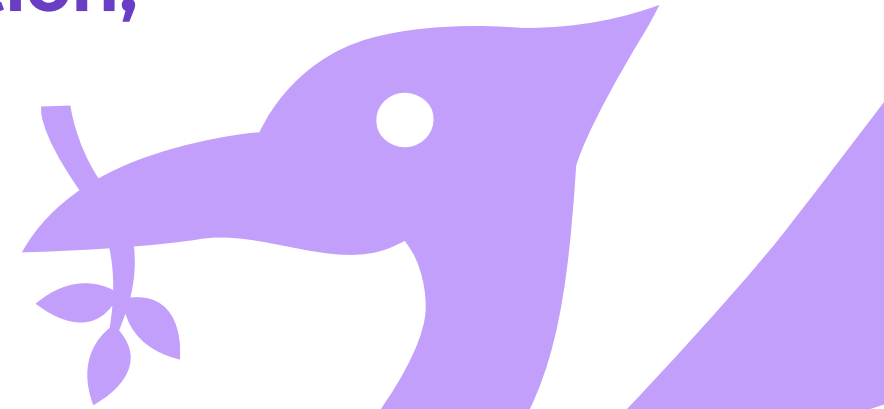


## Pillar 2

# High quality and inclusive education, skills and employment

We will promote excellence across the education system and work with stakeholders to maintain quality and improve outcomes at all stages of lifelong learning.

We want to ensure that all residents are highly skilled, employable and supported to reach their potential.



### Accountability for delivery

- **Cabinet Member for Employment, Educational Attainment and Skills**
- **Corporate Director of Childrens and Young People's Services**
- **Corporate Director of City Development**
- **Deputy Director of Children's Services & Director of Education**
- **The Leader of the Council, the Cabinet Member for Finance, Resources and Transformation, and the Chief Executive have accountability and oversight across all six pillars**

### Outcomes: what we want to achieve:

- 2.1 High quality, inclusive and sufficient education provision**
- 2.2 More residents in work and improved employability and life chances for young people**
- 2.3 A highly skilled and well-trained workforce that meets the needs of local employers and attracts inward investors**

## Priorities: how we will deliver the outcomes

### 2.1 High quality, inclusive and sufficient education provision

- a. Ensure sufficient school places and production of a 5-year strategy and capital plan
- b. Develop the inclusion agenda for an education system to meet the needs of children
- c. Implement an early years strategy that focuses on improving communication and language
- d. Deliver the actions of the Priority Education Investment Areas 3-year plan
- e. Work with partner agencies to reduce the rates of persistent absenteeism
- f. Work with schools to improve outcomes for children and young people
- g. Develop and implement a Cultural Education Plan that incorporates the uniqueness of the city's past, present and future
- h. Work with the city region in identifying and addressing common challenges facing schools



## 2.2 More residents in work and improved employability and life chances for young people

- a. Ensure early, preventative intervention and NEET reduction work for young people that is joined up, embedded, systematic and prioritised across council teams and services
- b. Design and deliver services and support that increase the employability of young people and adults - including those from underrepresented groups
- c. Increase employer and business social value contributions that are invested back into the city to benefit local people
- d. Work with employers to increase opportunities and access for young people and adults

## 2.3 A highly skilled and well-trained workforce that meets the needs of local employers and attracts inward investors

- a. Secure internal and external funding opportunities to support delivery of our learning, skills and employability programmes to meet the needs of employers
- b. Promote and encourage the delivery of more supported internships and apprenticeships to meet local needs
- c. Finalise an employment and skills plan, including a 3-year action plan



# Pillar 3

## Thriving communities

We will work with local people and partner agencies to create clean, green and safe communities. We will deliver excellent neighbourhood services and make more effective use of enforcement to address local needs. We will use our powers and influence so that the city gets more of the right homes in the right places, whilst focusing our resources on people who are most in need of help – preventing homelessness and enforcing safety standards.

### Accountability for delivery

- **Cabinet Member for Communities, Neighbourhoods and Streetscene**
- **Cabinet Member for Housing**
- **Corporate Director of Neighbourhoods & Housing**
- **Corporate Director for City Development**
- **The Leader of the Council, the Cabinet Member for Finance, Resources and Transformation, and the Chief Executive have accountability and oversight across all six pillars**

### Outcomes: what we want to achieve:

- 3.1 Greener and cleaner neighbourhoods**
- 3.2 Transformed neighbourhood services which meet the needs of local communities**
- 3.3 People feel safe when they are out in the city, within their local neighbourhoods and in their homes**
- 3.4 Safe, sustainable and genuinely affordable homes**
- 3.5 A joined-up approach to ending homelessness**

## Priorities: how we will deliver the outcomes

### 3.1 Greener and cleaner neighbourhoods

- a. Deliver a more effective approach to waste reduction, street cleaning and recycling
- b. Improve the look and feel of communities through better use of enforcement and intelligence to reduce levels of vacant / derelict land and buildings, litter, graffiti, fly tipping and inconsiderate parking
- c. Transform our capability and capacity to tackle anti-social behaviour and handle complaints, whilst implementing new technological solutions to improve efficiencies in case management
- d. Improve parks, green spaces and play facilities in the city
- e. Ensure that parks, green spaces and new development contribute towards increased biodiversity

### 3.2 Transformed neighbourhood services which meet the needs of local communities

- a. Transform how the council and its stakeholders work together to tackle local priorities by implementing a new neighbourhood model with a phased and adaptive approach
- b. Develop local plans through community consultations to improve neighbourhoods, empowering people to shape the future of the area in which they live and the services they receive
- c. Provide a strong and cohesive offer to help residents access services, keep active and engage in creative, learning, sporting and physical activities through one stop shops, parks, libraries, sport and leisure facilities
- d. Improve how we work with, support, and invest in, the voluntary, community, faith and social enterprise sectors



### 3.3 People feel safe when they are out in the city, within their local neighbourhoods and in their homes

- a. Work in partnership, as part of the Citysafe Board, to prevent and reduce crime and disorder and improve community cohesion
- b. Address Violence Against Women and Girls (VAWG) by implementing the VAWG strategy, which includes tackling sexual violence and domestic abuse, working closely with local and national partners
- c. Collaborate with Merseyside Police action to tackle serious violence and organised crime, responding effectively to critical incidents across the city
- d. Work with partners to deliver Citysafe Plan priorities including tackling hate crime, serious violence and domestic abuse
- e. Challenge extremism and keep people safe from radicalisation through building community and individual resilience and manage the effective transition of the region's Channel service from the Council to Merseyside Police
- f. Ensure the Liverpool Community Resilience Plan meets the needs of the city's residents and businesses and improves our preparedness to manage the risks and threats arising from future crises and emergencies





### 3.4 Safe, sustainable and genuinely affordable homes

- a. We will support partners to build at least 8,000 new homes across the city over the next 4 years. New homes will cover all tenures and be built by private developers and registered providers. The council will develop a housing strategy and supportive policies to ensure the housing needs of current and future citizens are being met.
- b. Deliver 20% affordable housing over the next 4 years across Liverpool in partnership with our Registered Providers, including genuinely affordable homes let at social rents
- c. Increase the development of homes on Council-owned land, including through our community-led housing programme
- d. Bring empty homes back into use by developing a new vacant property strategy outlining our enforcement approach to tackling long-term voids
- e. Seek investment to scale up existing programmes to improve the sustainability and warmth of Liverpool homes
- f. Improve private sector housing standards through landlord, tenant and community engagement, property licensing and enforcement where necessary
- g. Provide high quality design (including accessibility) sustainable mix of type and tenure and contribute to net zero on all new residential development

### 3.5 A joined-up approach to ending homelessness

- a. Strengthen early identification and support of residents at risk of homelessness – and improve the quality of, and access to, housing advice
- b. Work with Registered Providers to develop a robust housing options service that is accessible and offers a range of affordable and sustainable options
- c. Work with landlords to improve our access to private rented sector accommodation as a long-term housing solution
- d. Develop a system for the joint procurement of temporary accommodation for Children's Services
- e. Develop a range of housing options for refugees, ensuring tenancy sustainment and employment is an integral part of our offer to this section of our community



# Pillar 4

## Healthier lives for children and adults

We will work to reduce health inequalities and improve the standard of support so that people can experience a better quality of life, for longer. We will ensure that adults in Liverpool remain safe, protected and are supported to live independently and that all children and young people receive the support they need to enjoy the best quality of life.

### Accountability for delivery

- Cabinet Member for Health, Wellbeing and Culture
- Cabinet Member for Adult Social Services
- Cabinet Member for Children's Social Services
- Director of Public Health
- Corporate Director of Adult Social Care and Health
- Corporate Director of Children and Young People's Services

### Outcomes: what we want to achieve:

- 4.1** Increased healthy life expectancy. To reduce the differences in life expectancy and healthy life expectancy between communities within Liverpool and between Liverpool and elsewhere in the UK
- 4.2** Residents in need of social care can access the right support at the right time at the best value for money
- 4.3** People can maintain their independence for as long as possible in the homes and communities where they want to live
- 4.4** People have improved choice and control over the care they access
- 4.5** Children and families remain together and resilient, through sufficient, high-quality and value for money support
- 4.6** Children and young people are safeguarded through timely, effective and appropriate support
- 4.7** Liverpool is a child-friendly city, with an influential voice for young people

## **Priorities: how we will deliver the outcomes**

### **4.1 Increased healthy life expectancy. To reduce the differences in life expectancy and healthy life expectancy between communities within Liverpool and between Liverpool and elsewhere in the UK**

- a. Embed prevention and early intervention across the council and with health system partners
- b. Provide and join up services to ensure that all children and young people receive the best start in life
- c. Deliver health improvement initiatives (e.g. smoking, alcohol, vaping, exercise / physical activity, healthy weight, mental health and wellbeing, good food plan)
- d. Provide public health care services (e.g. addictions, health checks, falls)
- e. Protect the public from infectious disease, incidents and outbreaks, and environmental hazards
- f. Tackle the wider social determinants of ill health and health inequalities (e.g. health in all policies, health literacy, Marmot partnership, cost of living)

### **4.2 Residents in need of social care can access the right support at the right time at the best value for money**

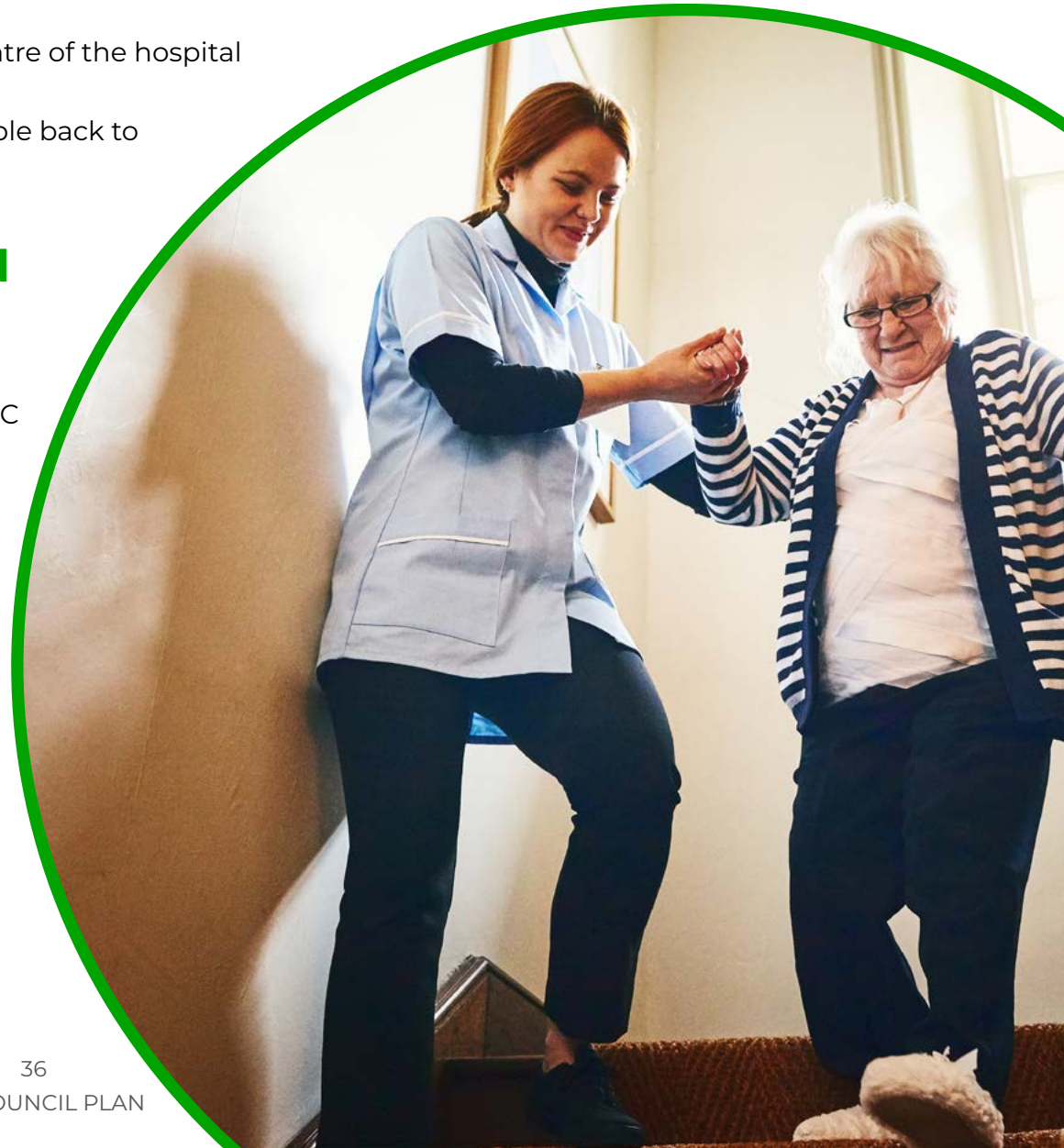
- a. Promoting and embedding the strength of community networks so people can access the kind of support they choose to have in their lives
- b. Work closer with commissioning partners to better meet need and improve outcomes
- c. Focus on understanding the challenges, tensions and strengths within the wider adult care market while working with providers and partners to improve service continuity and quality

### 4.3 People can maintain their independence for as long as possible in the homes and communities where they want to live

- a. Focus on the causes of health inequality and promote innovation to increase prevention and early intervention for individuals with complex needs
- b. Create pathways that put and keep the person at the centre of the hospital discharge process and prioritises reablement
- c. Prioritise prevention and early intervention, steering people back to independence

### 4.4 People have improved choice and control over the care they access

- a. Providing good quality advice and guidance, signposting to options that may prevent, reduce and delay formal ASC interventions
- b. Change our front door processes to provide support proportionate to the level of need
- c. Create better channels for communication and engagement with and between people and our services
- d. Embed strengths-based practise to help people to recognise and access support within their own communities and networks



## 4.5 Children and families remain together and resilient, through sufficient, high-quality and value for money support

- a. Implement the Family Hub and Start for Life Programme
- b. Further develop and strengthen the early help (supporting families) system
- c. Ensure sufficient support for children and families when needed, through effective commissioning
- d. Support young people so that they are prepared for adulthood
- e. Creating local children's homes for local children

## 4.6 Children and young people are safeguarded through timely, effective and appropriate support

- a. Continue to implement Family Safeguarding Model with partners to support children to remain within family networks where safe to do so
- b. Monitoring visits and focused visits will evidence Liverpool's improvement to be good, when there is the next full inspection
- c. Strengthen our responsibility as Corporate Parents for looked-after children and care leavers through involving all parts of the city council in initiatives to improve outcomes

## 4.7 Liverpool is a child-friendly city, with an influential voice for young people

- a. Child friendly city programme achieves phased accreditation via UNICEF
- b. Implement action plan including three thematic badges chosen by children and young people – 'Healthy' (physical and mental health), 'Equal and Included' (opportunities to grow, learn, explore, have fun and be protected from discrimination) and 'Place' (move freely and feel connected to the city and their community and feel welcome in public spaces)
- c. Further strengthen participation to ensure local services are delivered with children and young people at their centre



# Pillar 5

## A well-connected, sustainable and accessible city

We will facilitate the creation of a sustainable and inclusive transport network in Liverpool by working closely with the Combined Authority, neighbouring councils and partners. We will ensure that the network is reliable and efficient, can be accessed safely by all and we will prioritise active travel. We will develop and deliver clear plans to respond to the climate crisis and improve environmental sustainability.



### Accountability for delivery

- **Cabinet Member for Transport and Connectivity**
- **Corporate Director of Neighbourhoods & Housing**
- **Director Transportation and Highways**

### Outcomes: what we want to achieve:

- 5.1 Modern, sustainable and connected public travel infrastructure**
- 5.2 A responsive and efficient service delivering highways maintenance and public realm infrastructure**
- 5.3 Safer, more accessible and inclusive streets**
- 5.4 Connectivity is improved across the city – making places cleaner and better to live in**
- 5.5 Significant progress is made on climate action and environmental sustainability – both within the council’s own activity and across the city**

## Priorities: how we will deliver the outcomes

### 5.1 Modern, sustainable and connected public travel infrastructure

- a. Work with the Liverpool City Regional Combined Authority and influence government to secure major investment in the city's transport infrastructure, with a particular focus on boosting active, green and accessible travel
- b. Support regional efforts to bring buses back under local control, increase the quality and quantity of segregated cycle lanes and parking, and deliver the new Liverpool Baltic Station

### 5.2 A responsive and efficient service delivering highways maintenance and public realm infrastructure

- a. Review and improve highways and parking assets across the city
- b. Improve the condition of local roads, footways and cycleways, including resilience to climate change
- c. Further review and improve highway asset inspections and repair timescales in line with 'Well Maintained Highway Infrastructure – A New Code of Practice' and the risk-based approach to maintaining highway assets
- d. Develop a longer-term investment and delivery program for highways works

### 5.3 Safer, more accessible and inclusive streets

- a. Strengthen our approach to removing cars and other obstacles from pavements
- b. Install more dropped kerbs to improve pedestrian accessibility
- c. Target the introduction of up to 50 new school streets in the next four years



## **5.4 Connectivity is improved across the city – making places cleaner and better to live in**

- a. Develop and consult on a city-wide transport plan and a mobility strategy for the city centre
- b. Improve bus connectivity, reduce delays to key bus routes - working with CA and key partners
- c. Facilitate the installation of 2,000 electric vehicle charging points over the next four years
- d. Ensure new developments support connectivity between places
- e. Implement physical measures to reduce emissions and further education towards modal shift to active and sustainable travel

## **5.5 Significant progress is made on climate action and environmental sustainability – both within the council’s own activity and across the city**

- a. Develop and deliver a plan to decarbonise all the council’s emissions by 2030, including emissions from our buildings, service delivery and schools, and ensure clear leadership and oversight of progress
- b. Develop and deliver a plan to decarbonise all the city’s emissions across relevant sectors (commercial, industrial, public sector, domestic, transport and waste), through partnering, engagement, sharing, leading and demonstrating
- c. Take a leadership role in delivery of domestic decarbonisation through production of strategic plans and modelling associated with domestic retrofitting and deployment of city scale heat networks
- d. Embed whole life costing principles within the council and secure external funding to enable ambitious net zero and sustainability programmes
- e. Ensure all council strategies and activities embed net zero ambitions, including through implementation of a new internal environmental impact assessment process
- f. Strengthen how we work with suppliers to monitor and reduce our outsourced emissions
- g. Use circularity principals (waste avoidance by planning, reusing and recycling) to reduce the council’s waste impact on landfill, climate change and resources, and work towards Merseyside Recycling and Waste Authority’s Zero Waste 2040 targets to reduce the impacts of street and household wastes
- h. Promote and enhance our natural capital through improved parks maintenance, use of sustainable urban drainage systems and adaptation methods, and support biodiversity through planning processes and controls



# Pillar 6

## A well-run Council

We will continue to transform and improve how the city council works to ensure Liverpool's residents and communities are served by a council they trust and know is well-run.

### Accountability for delivery

- **Cabinet Member for Finance, Resources and Transformation**
- **Chief Operating Officer**
- **Director of Finance and Resources & S151**

### Outcomes: what we want to achieve:

- 6.1** A financially sustainable and resilient council
- 6.2** An employer of choice, with a skilled, diverse and healthy workforce
- 6.3** High-quality governance and decision-making
- 6.4** Excellent customer experience
- 6.5** Strengthened strategic partnerships and networks
- 6.6** Quality services and continual improvement

# Priorities: how we will deliver the outcomes

## 6.1 A financially sustainable and resilient council

### **Deliver improvements to financial processes and planning**

- a. An integrated revenue and capital budget and business planning cycle which aligns resources with council priorities including resourcing the council's improvement journey
- b. Improving financial planning and resilience so we can adapt to future risks and opportunities – including our commitments on climate change and real living wage
- c. Embedding financial accountability across the council and implement a business partnering approach, to ensure our financial plans are robust and deliverable
- d. Delivering and embedding audit and risk management

### **Manage our resources effectively by**

- e. Increasing our income collection and debt recovery levels
- f. Developing an evidence-based Asset Management Plan as a key part of the Capital Strategy
- g. Implementing a procurement strategy ensuring what we buy consistently achieves value for money and supports our council plan objectives
- h. Delivering a council wide transformation and efficiency programme
- i. Exploring the potential for financial devolution and opportunities to increase the city's ability to generate sustainable finance
- j. Basing the budget on a value for money approach through use of benchmarking to drive out service efficiencies and re-allocate funding towards priority areas
- k. Continuing to review and prioritise our reserves supported by the establishment of a reserves policy
- l. Embedding good financial management across the council to ensure strong financial grip and management of the in-year budget



## 6.2 An employer of choice, with a skilled, diverse and healthy workforce

### Develop our workforce capacity and capabilities

- a. Improve our employee offer to attract and retain the best people, with innovative and inclusive policies, practices and a flexible-first approach
- b. Support and upskill our workforce to help individuals realise their potential, managing succession by providing development opportunities that challenge our workforce to become multi-skilled and high performing
- c. Train leaders to instill a culture of collaborative leadership throughout the council, to be compassionate and promote well-being, and to become highly-effective at performance management and achieving transformation
- d. Embed a culture of inclusion and transparency, listening to staff so they feel confident and valued at work

## 6.3 High-quality governance and decision-making

### Implement governance changes and improve how we make decisions

- a. Successfully embed the new Leader and Cabinet governance model and ensure appropriate and effective scrutiny of decision making is in place
- b. Ensure the new Constitution is understood and accessible to all stakeholders and implemented in practice within the Council.
- c. Deliver a comprehensive member training programme which develops and strengthens councillor roles as decision makers and community leaders in their wards
- d. Strengthen evidence and intelligence-based decision making
- e. Embed the Nolan Principles and an ethical framework in the Council led by the Council's Standards & Ethics Committee



## 6.4 Excellent services

**We will deliver excellent customer services to our citizens, businesses and visitors**

- a. Embed a culture across the council which thinks and acts in their interests and which has consistent, quality standards of service across all areas of the organisation
- b. Ensure their voice is heard and considered within our governance and decision making
- c. Improve our processes across all channels to ensure our services are simple and easy for everyone to use
- d. Improve our digital services, encouraging their use for those who can
- e. Resolve queries and complaints quickly and effectively
- f. Improve how we learn from feedback, compliments and complaints

## 6.5 Strengthened strategic partnerships and networks

**Review and refocus our strategic partnerships to deliver impactful change**

- a. Improve engagement and collaboration with key partners, agencies and networks including government, the City Region Combined Authority and Core Cities to learn from good practice and influence policy
- b. Provide strong leadership and a framework for delivery against the City Plan, working with the local public, private, voluntary and social enterprise sectors



## 6.6 Quality services and continual improvement

### Drive improvements in the design and delivery of services

- a. Deliver a 3-year (and beyond) transformation programme to bring about fundamental service improvement and value for money
- b. Ensure a mature project and programme delivery capability within LCC
- c. Successfully deliver the Council's Strategic Improvement Plan and the indicators in the Commissioners Improvement Strategy to secure stability and throughout the organisation
- d. Improve our approach to delivering equality, diversity and inclusion, including refreshing the Council's equality objectives
- e. Drive improvements in the council's service delivery by ensuring performance is monitored and practice is improved at every level of the organisation
- f. Use high quality data and intelligence to ensure all decisions and resource allocation are optimised, and to support the ongoing development of our neighbourhood model



# Monitoring and reporting on progress

## Monitoring and Reporting Performance

We are committed to becoming a more performance driven and transparent council, so we can deliver the best possible services and build trust amongst residents, partners and staff.

We will use a range of indicators to track progress against the ambitious outcomes set out in this plan, and will share this openly on our website here: [Performance - How do we measure up? - Liverpool City Council](#). In doing so, we'll want to see progress on:

### Economy:

- Increased growth in businesses and employment, with people supported into jobs that have fair employment conditions and pay people well.
- Progress on major regeneration projects across the city will support higher quality places to live, work and visit.
- Liverpool's brand will be strengthened nationally and internationally, in part through the delivery of more successful events like Eurovision, leading to increased visitor numbers.

### Education and Skills:

- Higher levels of educational attainment for all children in the city.
- Improved pathways into employment with higher numbers of school leavers in education, employment or training.

## Neighbourhoods:

- People are able to access a range of good quality services at a local level.
- People feel that the council acts on their concerns.
- We have cleaner and greener neighbourhoods where people are proud to live.
- People feel safer where they live and across the city, with reduced anti-social behaviour.
- There will be an increase in the supply of affordable homes.
- Fewer households living in temporary accommodation.

## Health and Social Care:

- Our social care services will support more people to live independently at home, where viable.
- There will be an improved choice of high quality services.
- Children and families will be able to remain together where possible.
- High quality support to safeguard children and young people.
- Effective partnership working will help to tackle health inequalities across the city.

### **Transport and Sustainability:**

- Clear progress will be made on climate action, with a measurable reduction in the council's CO<sub>2</sub> emissions and across the city.
- The transport network will be more reliable and efficient, with safe access for all and more people travelling by sustainable modes (including walking, cycling, and public transport).
- People will be more satisfied with the council's maintenance of pavements and roads.

### **Well-Run Council:**

- The council will have delivered sufficient improvements in its governance and financial stability to allow for the removal of central government intervention.
- The council will deliver a sustainable balanced budget with adequate reserves.
- We will be able to demonstrate improved public confidence in the council and staff confidence in the council as a place to work will have improved.

### **We will produce quarterly and annual progress reports:**

- Quarterly reports will primarily focus on the council's performance, looking at progress on actions and key performance indicators for what the council is responsible for delivering against each outcome.
- Our annual reports will look at more outcome-focused measures that are longer term in nature and therefore slower to shift. These outcomes will effectively assess the overall 'state of the city'. We will also review feedback from our annual residents and staff surveys.

Frequent performance reporting will help to inform better delivery planning, and where necessary we will make changes if improvement is required or to respond to emerging challenges and opportunities. This is a living document and whilst we intend the main pillars and outcomes to be in place over the next four years, the actions areas will be updated over time.

Alongside the formal reporting framework, we will be more actively engaging with residents, businesses and other partners to shape, and monitor the impact of many actions across this plan. Responding to such feedback will be better coordinated through the new neighbourhood model, and we will also run regular citizen engagement panel sessions to allow us to explore issues in more depth.

### **The Strategic Improvement Plan**

We are also committed to working collaboratively with the government Commissioners and they will report separately on progress to the Secretary of State for Levelling Up, Housing and Communities. Progress against this plan will also be reported to Cabinet and the Council's Audit Committee on a regular basis.

# 10 PRIORITIES FOR THE NEXT 18 MONTHS

Our vision is to make Liverpool fairer, cleaner, stronger for all. It is important that we highlight the key shifts we want to achieve over the next 12-18 months, in a way that resonates with people in the city. The following ten priorities set out these key shifts. We will regularly communicate progress and after 18 months we will review and refresh these priorities. The priorities are:

- 1 Improving the council:** The improvement plan, culture change programme and transformation programme. Key outcome is the return of powers and functions to the council and the end of the commissioner-led element of the statutory intervention.
- 2 Children's Services:** Agree and implement an improvement action plan to address the findings of the Ofsted report.
- 3 Economic growth:** Develop and deliver a new economic strategy with partners, incorporating outcomes of the Liverpool Strategic Futures Panel, and providing a clear framework for our future priorities and investment decisions.
- 4 Neighbourhood working:** Reconfigure our service and build capacity in our neighbourhoods to listen and engage with communities. This will inform and influence the delivery of neighbourhood and key wellbeing services e.g. prioritising improvements to street cleansing and parking enforcement, reviewing our leisure offer, library service, how we manage our property, development of family hubs, and focussing on community networks and early intervention to support independent living.
- 5 Net Zero:** Begin delivery on a comprehensive and resourced action plan to reach net zero emissions from our assets and direct activity by 2030, whilst also having a clear process in place with suppliers to report on and reduce our outsourced emissions.





- 6 Housing:** Develop and implement a new housing strategy, reduce the use of temporary accommodation, and establish an enforcement approach to tackling long-term empty homes to progress towards our targets of 8000 new homes and ending homelessness. Strengthen our relationship with Registered Providers, ensuring that we are on track to supply 20% affordable housing over the next 4 years.
- 7 Addressing violence against women and girls (VAWG):** Work with partners to deliver our shared action plan, including a renewed strategy to tackle domestic abuse, better data and intelligence across partners and implementing recommendations from the domestic homicide review process. Improve women and girls' experiences and safety on public transport and in the night-time economy.
- 8 Cost of Living:** Provide targeted funding through the council's local welfare provision scheme, help to coordinate local partnership groups to share intelligence and maximise impact, and provide information to residents so they can access all the support that is on offer to them.
- 9 Devolution and Partnerships:** Work with the Combined Authority and key partners (including Core Cities) to make the case for increased devolution of powers from government. We will ensure we focus on maximising opportunities e.g. through City Plan partners, Liverpool Strategic Futures Panel and leveraging private investment.
- 10 Major Events:** Capitalise on the legacy of Eurovision, World Gymnastics Championships and attract other major events - business, leisure, sporting and cultural, which will cement the city's global reputation for culture and deliver wider economic impact for the benefit of the city.

