



Liverpool
City Council

Liverpool City Council Plan 2022-25





Photo: Liverpool City Council

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Foreword from Mayor Joanne



Our beautiful city of Liverpool is known for many things – but our greatest asset will always be our people. Our residents deserve the very best from those who serve them and have a council they can be proud of.

For too long we have been an organisation that has imposed decisions on communities and have done things in a way that is not acceptable. This has to change, and is changing, I am proud of the improvements already made since May 2021.

In this plan, we set out our bold new vision for the future and what needs to happen between 2022 and 2025 to make it a reality. We have listened and responded to your feedback and to the findings from the government intervention and commissioners' reports.

As a council, we will now have a laser-like focus on our finances, improving the quality of our services, delivering excellent customer services, and becoming a better employer.

We will change how we work with you locally and with our partners, and ensure we attract talent, investment and resource to the city. This Council Plan also clearly shows how the council

will contribute to the delivery of the City Plan - a shared set of commitments signed up to by partners from across the city.

My philosophy is that of people, planet, and equality - this means improving communities, tackling climate change and giving everyone equality of opportunity - and the chance to succeed. We will put people first by listening to our residents and involving them in the decision-making that most affects their lives and communities.

I believe we have a once-in-a-generation opportunity to reset the dial and make changes which will improve the lives of residents now and for generations to come. As a council, we will be bold, creative and build on the best this city has to offer.

Liverpool's new story must be one of social justice, equality and opportunity.

A handwritten signature in cursive script that reads "Joanne".

**Joanne Anderson,
Mayor of Liverpool**



Photo: Liverpool City Council

Liverpool - The context

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 seen considerable economic and population growth over the past twenty years and this positive trend is set to continue. Its population is currently 500,500 and is expected to grow by 7.5% (33,400) in the next 10 years, which is a rate above the national average.

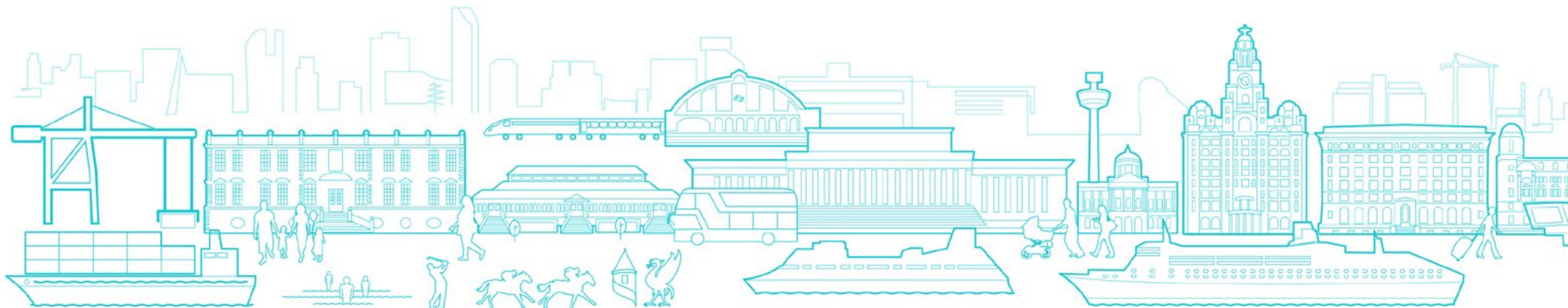
The city centre houses up to 50,000 students and the city's population profile is comparatively youthful, with a much greater proportion of

younger adults aged 20-34 than the national average. Liverpool's population is becoming increasingly diverse and the city's ethnic minority population has more than doubled between the 2001 and 2011 censuses to reach 11.1%. The results of the 2021 census are expected to confirm a continuation of this trend.

Liverpool's decline during much of the twentieth century is well documented and the legacy of that decline can be seen in numerous vacant sites and an aging housing stock and infrastructure in need of regeneration.

But the social and economic consequences are at the root of the city's challenges:

- Liverpool is the fourth most deprived local authority area in England. 48% of our residents - and 57% of our children - live in neighbourhoods that are among the 10% most deprived in England (Indices of Deprivation 2019).
- Both men and women in Liverpool can expect to live for 3.3 years less than the English average. But even more shocking is the fact that within Liverpool itself people can expect to live 12.7 years longer in the best performing council ward compared with the worst performing ward.



- Educational outcomes need to improve and whilst the city has seen a steady and substantial increase in the proportion of residents educated to graduate level, the proportion of residents with no qualifications at all has remained at twice the national average for the past decade.
- 61,000 Liverpool residents were claiming Universal Credit at the end of 2021, with 36% of these claimants in some form of employment. Unstable work and low pay are a threat to our city's wellbeing.

These statistics and their impact on our residents are not acceptable. That is why this Council Plan and our shared City Plan with partners, focus on reducing health inequalities, improving education attainment and reshaping the economy. Through

this we will be able to address in-work poverty, job insecurity, whilst ensuring a living income for those in work and supporting those not in work.

There are plenty of new opportunities and existing strengths to build upon, whilst ensuring the benefits of a growing economy reach all of Liverpool's people and communities.

Liverpool's economy is large and nationally significant, it contains the 12th highest number of jobs by local authority area, accounts for just under 1% of the UK's economic output (GDP) and is a major source of tax revenue for HMT. Liverpool provides 39% of the city region's jobs, 40% of GVA and 35% of businesses. Liverpool city centre accounts for around half of Liverpool's economy and contains key assets, businesses, institutions and infrastructure that serve a much wider economic hinterland.

The city was the UK's fifth most visited destination in the UK before the pandemic. Liverpool's global brand, its quality culture, sport, leisure, hospitality and retail offer remain first class. The visitor economy has been impacted more than most through the pandemic, but the resilience, innovation and partnership working seen in the city throughout the pandemic provides a strong foundation for a healthy recovery.

We must change as an organisation to be fit for purpose, and financially robust across all of our services, to meet these challenges and fully realise the city's opportunities.



The vision for the city and the council

The Council Plan sets out our organisation's contribution to delivering the vision and long-term ambitions contained within the City Plan.

The City Plan is collectively owned by, and developed with, the leaders of the city's largest organisations and networks. It outlines a place-based agenda for tackling the city's biggest challenges – with a focus on inequalities - and improving the economic and social welfare and wellbeing of Liverpool's citizens.

It recognises that no single organisation is able to 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.

The City Plan vision is a thriving, sustainable, fair city for everyone.

The Council Plan identifies our priorities and actions over the next three years, incorporating the mayor's manifesto commitments and embedding the triple lock into how we operate.

The Council Plan vision is a trusted, aspirational and learning council, enabling a thriving and sustainable city for everyone, with our diverse communities, partners and businesses at the heart of everything we do.

We have eight strategic themes, which provide the structure for our priorities and delivery actions, as well as for how the council will contribute to the delivery of the City Plan. They are:

- 1 A strong and vibrant and fair economy for all, green and affordable homes**
- 2 High quality education, skills and employment for all**
- 3 Happier, healthier and independent lives**
- 4 Children and young people enjoy the best quality of life and reach their full potential**
- 5 A sustainable, accessible and greener Liverpool for all**
- 6 A culturally diverse, internationally ambitious and authentic city for all**
- 7 Thriving, empowered and compassionate communities for all**
- 8 A well-run council**

Delivering the Council Plan

To achieve our vision and priorities, we must fundamentally transform how we operate across five key areas:

Becoming financially resilient - We will focus on financial stabilisation in year one and progressing to be a top performing council across all services by 2026/27. Improvement across many areas will be required such as: clear financial accountability, managing overspends, delivering on our savings commitments, and business planning.

Redefining our role - We will transform to become much more effective in how we work with elected members, residents, communities and partners in all sectors regionally and locally, and across central government. It is only by doing this that we can tackle the most challenging issues facing the city and improve the life chance of all our residents.

Changing how we work - We will move away from a silo-focus on services and place a much greater emphasis on neighbourhoods, where it makes sense to do so. Where it doesn't, for example in transport planning, we will be clear why.

Becoming a better run organisation - We will improve - and reduce the cost of our services - by finding smarter ways to listen and respond more quickly, to be transparent in how we make decisions and be more open to scrutiny. We will create a more diverse

workforce, where everyone feels safe, valued and can thrive.

We will be a strong advocate for the city - We will continue to be passionate about Liverpool and its residents and will be assertive and bold when change is needed. We will also attract investment which will benefit all residents.

This Council Plan sets out how we will contribute to making the transformative intentions provided in the City Plan a reality. It also incorporates how we will deliver the Strategic Improvement Plan, the list of actions agreed with the government commissioners. A golden thread will run through everything we do based on the triple lock principles of people, planet and equality.

It is important that we are both ambitious and realistic in our approach. There is much to do and focusing our limited resources will be important.

Overall accountability for delivery of the plan is with the Mayor and Chief Executive, however responsibility for delivery is shared between the Cabinet and Senior Management Team. For each of the eight strategic themes we have set out what will be delivered, who is accountable for each and what success will look like.

We are confident that, with this plan, we can become a council that this great city and residents can be proud of.



Our Triple Lock Commitment: People, Planet, Equality - what does it mean?

We want to change what we consider when making decisions. We want to become more effective at measuring, not just financial factors, but also the human and environmental factors behind each decision.

For example:

Social value

We will increasingly test key decisions to make sure we achieve the best outcomes for our people and communities. We will maximise the opportunities we have through our procurement process to support community wealth-building.

Climate change

We will assess the environmental impact of every decision, helping Liverpool to become net zero carbon by 2030.

Equality and inclusion

We will create our own equality standards to ensure equality of opportunity for our staff and residents. We will focus our work on ensuring that the needs of those with protected characteristics are met within employment and service delivery.

Our resources

The council is a large and complex organisation with a workforce of approximately 4,290 people 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. We have a net revenue budget of £502.4 million and a requirement to deliver directorate budget savings of £16.5 million in 2022/23 to achieve a balanced budget. The proposed council tax increase is 2.99% in 2022/23 and the general fund balance is £30.7million.

The council has also estimated in the Medium Term Financial Plan, that if action is not taken to reduce spending in high demand areas, there will be future budget gaps of £44.6 million in 2023/24, £60.7 million in 2024/25 and £86.7 million in

2025/26. This Council plan contains details of those actions necessary to identify and deliver these savings. Resource has also been allocated to fund the improvements, £4 million in 2022/23 and a further £3 million in both 2023/24 and 2024/25.

The Council was subject to a 'best value' inspection (BVI) in 2021, and in response to that report in June 2021, the Secretary of State proposed specific measures to be implemented by a series of directions, including the appointment of four commissioners. A Strategic Improvement Plan has been developed and was agreed at the city council's Cabinet on 16 July 2021. In order to reach a sustainable financial position - and deliver the council plan - a three-stage strategy is being implemented:

There are risks to achieving this:

- **Workforce**

Recruitment is difficult across all areas, in particular social care and we have an ageing working force. To be fit for purpose, we will change our working culture, systems and processes to be an employer of choice.

- **Capacity**

There is a lot to do, with limited resources and a need to prioritise better. Sufficient skilled resource is required along with realistic planning to deliver the scale of change and savings.

- **Assets**

We have a wide variety of buildings and need to improve how these are managed. We will also review our external companies to ensure we are getting the best value for money and the best outcomes.

Financial improvement three-step strategy

First year - 2022/23 Stabilisation

Action will include: a focus on managing spending pressures, improving income and debt collection, reducing service demand where possible and a robust approach to tackling overspends.

Years Two and Three - 2023/25 Core City Comparator

The aim is for improving services and council spending to be at a comparable level with the nearest statistical neighbour within the core cities.

By the end of 2026/27 – Leading authority

The aim is for services to be performing and spending at a level, or above, leading authorities in each area and to be an authority recognised for best practice and outcomes.

KEY FACTS ABOUT THE COUNCIL



4,290
Council workforce FTE
 Source: 2021 average FTE on staff list - Oracle (LCC Staff only)

90
Elected members

£502.424m
Council net revenue budget 2022/23
 Source: 2022/23 General Fund Budget report to Full Council 2 March 2022

• Customer and digital

We must do more to provide a consistent and high-quality customer experience. We will develop online access to provide a 24/7 service to better meet residents' needs, whilst working hard to address digital exclusion, ensuring no one is left behind.

Action is being taken to mitigate these risks and align, or bring in additional, resources. We will be open and transparent about the progress we are making, the risks, and when delays happen.

This plan sets out our intention to do that and how progress will be reported and measured.

8.4%
Staff turnover
 Source: 2021 LCC leavers - Oracle / staff headcount

5.6m
Visits to council website pa
 Source: Digital services

£333.374m
Capital Spend and forecast 2022/23 to 2026/27 (5 year programme)
 Source: 2022/23 Capital Strategy and Capital Programme to Full Council 2 March 2022

33.1
Contracts with local suppliers (%)
 Source: As of December 2021

Council workforce representation compared to the city (Census)
9.9%
of staff are from ethnic minority groups (where known)
 Source: Census and LCC Payroll 2021

7.5%
(where known) Council staff who consider themselves disabled
 Source: LCC Workforce Equality profile

13.7%
2011 Census

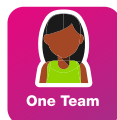
64% female
Gender split (no. of female and male staff) Total LCC staff 4,290
 Source: LCC Payroll 2021 (excludes schools, LSSL etc)

5.9%
Gender pay gap across council staff
 Source: LCC Gender pay gap report 2020

Our people, our values

We recognise that maximising the talent and skills of our workforce is fundamental to our transformation. Our employees are our most valuable asset and our aim is to create a positive, progressive and open work culture that supports everyone to thrive.

To achieve the scale of change required over the next three years, we need to be clear what we expect from each other and what success will look like. We are proud of our new set of values, developed with our employees, which will underpin 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.



In three years', success will look like:

- *Good progress in recruiting a workforce which reflects the diverse city we serve*
- *Colleagues and councillors living our values, observing the Nolan Principles and Member Code of Conduct, and feeling confident to speak out when this is not happening.*
- *Everyone holding each other to account, to deliver high standards, ensuring excellent customer service internally and externally.*
- *Everyone is clear on their objectives, how performance is measured, success celebrated, and poor performance tackled or addressed.*
- *We have invested in our workforce giving everyone the opportunity to have the skills, knowledge and confidence to be the best they can be.*

Theme 8 - A well-run council provides more details of the action we will take to achieve these ambitions and how we will measure success.



A strong, vibrant and fair economy for all, green and affordable homes

Council Lead Member and Officer

- Cabinet Member for Development and Economy
- Director for City Development

What we want to achieve

- A more productive and inclusive economy which delivers high value sectors and jobs
- Social value benefits and community focus that delivers for all residents
- Safe, warm, adaptable and affordable homes for all

Liverpool is an exciting and vibrant city, but is not yet achieving its potential in terms of jobs, productivity and economic growth.

The global pandemic has had a devastating impact on the national and local economy, and although unemployment in Liverpool is 53% above pre-pandemic levels, our employment rate has actually risen, with an additional 15,000 residents in employment compared with March 2020. Other significant economic pressures have emerged such as rising inflation that will be felt more acutely in lower income households.

Liverpool's housing stock is aging and of a lower energy performance standard and quality compared with national averages, which places extra pressures on people already struggling with the cost of living and rising energy prices. The city has just over 200,000 homes - with a lower proportion of owner occupied, and more private rented properties - than the national average.

Our ambition is to grow a stronger and fairer economy, one in which all of our communities have

the opportunity to realise their full potential and share in the benefits of growth and prosperity. To do this we must address the causes and consequences of deprivation in our most disadvantaged neighbourhoods and build a stronger, more inclusive and resilient economy for our city and across the city region.

We will focus on four priorities

1. Proactively supporting sectors and businesses that can contribute most to our future economy.
2. Championing good jobs, with fair pay and opportunities for progression.
3. Developing, nurturing and attracting skills and talent.
4. Making sure we have the right type of homes, in the right areas.

Key actions 2022-23

1. Support knowledge-intensive, innovative and fast growing business sectors, and attract investment and jobs from established businesses.



2. Start redevelopment works at Littlewoods, and start on site at Hemisphere and Pall Mall, working with our partners across the city to accelerate high-value sector growth and job creation.
3. Explore delivery of major housing developments at Stonebridge Cross, King's Dock, Liverpool Waters Central Dock, Denford Road and Festival Gardens.
4. Develop a new housing strategy which clearly sets out our plan to create more affordable, green, decent and adaptable homes in the city. Alongside delivering a functioning landlord licensing scheme, to drive up standards in the private rented sector.
5. Increase the number of businesses signed up to the fair employment charter and working towards achieving Marmot status to ensure more people are in well-paid secure employment.
6. Embed the Local Plan's vision and strategic priorities in planning decision making to help maximise development opportunities.

Key actions 2023-25

1. Greatly increase the volume of long-term, responsible investment in our city centre.
2. Attract new business and investment into the City's economy, focusing on key sectors.
3. Invest in neighbourhood improvements and community led housing schemes and developments, changing how we listen and work with communities.
4. Mobilise the approaches set out in the new homelessness strategy with a focus on tackling the causes and working with partners.

5. Put children and young people at the heart of our economic planning, giving them every chance of benefitting from future jobs and delivering a UNICEF 'child friendly' pledge.
6. As part of levelling up, we will invest in vital education and skills training, putting businesses and voluntary organisations at the centre of the Liverpool skills ecosystem.



Benefits for residents

- Better employment opportunities.
- More people in work, with decent pay.
- Increased quality and choice of homes.
- Improved neighbourhoods.

Benefits for ward councillors

- An attractive community where people want to live.
- Fewer complaints about housing and antisocial behaviour.
- More local residents in work.
- Thriving local businesses.



Measuring progress

We will measure and report on our progress and achievements against several measures:

1. Increase employment and reduce unemployment rates.
2. Increase the number of higher value jobs and reduce in-work poverty.
3. Deliver major policy-compliant planning applications in a timely manner.
4. Continual increase in housing quality overall, supply in areas of acute need and greater choice across all tenures for residents.
5. Deliver social value through our activity and procurement.



Delivering on our Triple Lock commitments

Social Value

- We will champion the paying of the real living wage and will prioritise generating well-paid, secure employment.
- We will use social value in commissioning, to support the development of better public spaces. This will form part of our new procurement policy.

Environmental

- We will bring high-quality green jobs in clean growth industries to the city and equip residents to make our city greener.
- We will find funding and investment opportunities to support the retrofitting of homes.

Equality & Inclusion

- We will use the adopted Liverpool local plan to deliver more accessible and more affordable homes in new housing development.



Photo: Liverpool City Council

High quality education, skills and employment for all

Council Lead Member and Officer

- Cabinet Member for Education and Skills
- Director of Children and Young People's Services
- Director for City Development

What we want to achieve

- Improved educational outcomes across our education settings.
- Improved outcomes for underrepresented and vulnerable pupils.
- Encourage lifelong learning and enable clear pathways into employment, for all ages.
- More residents contributing to the economy and progressing in work.

It is essential that we raise education standards and aspiration across all parts of the city.

Indicators relating to our schools and educational attainment need to improve dramatically to meet the national average. More needs to be done for young people to prevent them from becoming Not in Education (NEET), Employment and Training, and to improve skills among our adult population.

Excellence and effective provision for special educational needs and disability (SEND) go hand in hand. Children and young people with SEND can achieve and be successful if they have their needs identified early and met; but it is dependent on all agencies working together.

The pupil population is 71% White British but is changing becoming more diverse which presents new opportunities and challenges.

We want all our residents to have access to lifelong learning opportunities, and feel they have the skills and support to achieve their aspirations and goals.

This requires a focus from early years, through school age, higher education and into employment through apprenticeships, job training and opportunities. We will only succeed by working in partnership with residents and across the public, private and voluntary sector.

We will focus on three priorities

1. Working with our schools and partners to support the step change needed to achieve our ambitions, including a focus on being inclusive, celebrating diversity, achieving good outcomes and attracting and retaining the best teachers and leaders.
2. Helping people back into work by promoting and developing inclusive pathways into development opportunities and employment.
3. Working with our schools and education settings to ensure they are able to meet the needs of children and young people with special educational needs and disabilities. (SEND).

Key actions 2022-23

1. Working collaboratively with schools, education settings and partners to deliver against the priorities outlined in the Liverpool Education Improvement Plan 2022/3.
2. Increase the number of children who are offered a place at one of their preferred choices across all settings.
3. Improve the approach to lifelong learning and development opportunities.
4. Develop an employment and skills plan and work with public and private employers to increase opportunities to access apprenticeships, work experience and on-the-job training.
5. Ensure that children and young people with SEND have their needs met in local, inclusive and high quality settings.



Photo: Liverpool City Council

Key actions 2023-25

1. Working collaboratively with school leaders, health providers and other partners to: support children, young people and families, to access appropriate prevention and intervention.
2. Support schools and education settings to produce professional development and training, career pathways and opportunities to increase teacher and leader retention.
3. To ensure the majority of children leave primary school with the necessary knowledge and skills. We will work with and support schools and partners to prioritise engaging our children in early education.
4. Develop a culture and ethos across all education settings that supports the emotional and mental well-being of pupils.
5. Increase GCSE attainment to be at least in line with the national average.



Benefits for residents

- Better educational outcomes.
- More employment opportunities.
- Improved outcomes for children with SEND .
- Reduction in inequalities.

Benefits for ward councillors

- Good schools in every area.
- Well-educated young people.
- Improved life chances.
- Fewer young people out of work.



Measuring progress

We will measure and report on our progress and achievements against several outcomes including for those children from underrepresented or vulnerable groups:

1. Increased % of children and young people achieving good outcomes and improve outcomes for those with SEND in our education system.
2. Improved exam results for children.
3. Reduction in % of all 16-17-year olds who are NEET / Not Known.
4. Increased % of residents with NVQ 2 and higher.
5. Increase the number of people supported into work and training.



Delivering on our Triple Lock commitments

Social Value

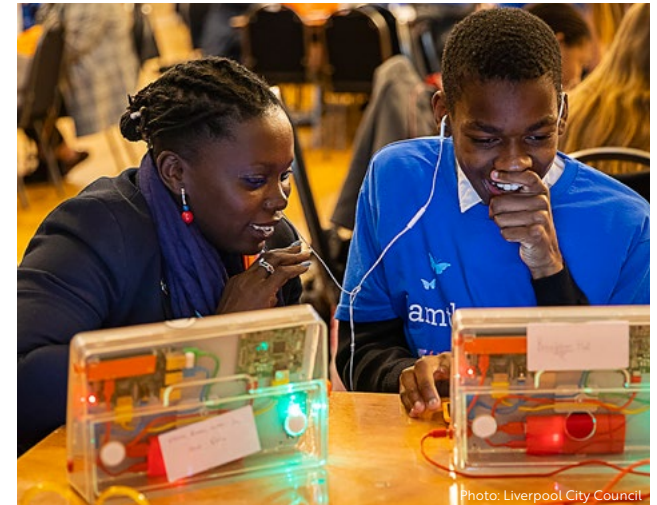
- We will work with contractors and providers offer work experience, skills development and employment opportunities, in the most disadvantaged areas of the city.

Environmental

- We will attract and develop high-quality green jobs in clean growth industries and encourage local skills programmes.
- We will engage young people in finding solutions to reach net zero through our UNICEF child friendly cities pledge.

Equality & Inclusion

- We will develop Liverpool equality standards for positive action programmes to ensure inclusion and access for all to employment, education and training and work with partners to adopt a positive action programme.
- We will invite schools to work together to respond to the Race Equality Taskforce report.
- We will involve young girls in the development and delivery of the Violence Against Women and Girls Strategy.



Happier, healthier and independent lives

Council Lead Member and Officer

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

What we want to achieve

- Reduced health inequalities and deliver better outcomes.
- Partnership-working to enable people to live independently for as long as possible.
- Providing effective, timely and positive interventions for individuals at risk.
- Personalised support that meets an individual's needs at the right time.

Tackling health inequalities and building resilience is a complex task that relies on creating new relationships with residents, communities and partners – the One Liverpool Plan has been developed with Liverpool's health and care partners to progress this ambition.

Liverpool has some of the worst health outcomes in the country and the impact of Covid-19 on the city has widened already unacceptable health inequalities. A baby born in Liverpool today can expect to have 3.3 fewer years of life than the national average, and even within our city, there is a shocking nine-year-gap between wards grouped by deprivation quintiles. Our residents have lower than average healthy life expectancy (57.7 years for women and 59.5 years for men), which impacts on employment, well-being and increases the likelihood of care packages.

Many of the health issues our residents face are preventable and we currently commission public health and adult services to help tackle these issues and provide a range of caring services to those who need them.

Our current approach is not focused enough on supporting people to maintain their independence. A new approach will improve outcomes and reduce budget spend. We know the challenges and what needs to be done. We now need to be bold in our work with partners, residents and communities, to make change happen.

We will focus on five priorities

1. Improving our 'front door' and the way we support and assess residents needing care and support.
2. Enabling local access to reduce drug, alcohol and smoking consumption and improve mental, physical and sexual health.
3. Embedding an asset and data-based approach at a neighbourhood level, which supports people to have control over their own lives.
4. Work closer with commissioning partners to better meet need and improve outcomes.
5. Focus on the causes of homelessness and new ways of prevention.

Key actions 2022-23

1. Undertaking a thorough diagnostic into demand and developing a strategy to manage demand leading to financial sustainability.
2. Improve our 'front door' ensuring access to timely, accessible information and support.
3. For those residents who require care and support – when assessing and when purchasing care services - we will be focused on helping residents achieve their own goals and promoting independence.
4. Support our carers and ensuring they have access to tailored support to manage their wellbeing and maintain independence.
5. Playing an active role in the new Integrated Care System (ICS) to achieve our City Plan and One Liverpool Strategy goals.
6. Recognise the ongoing challenge to people experiencing homelessness and work with them and partners to help provide solutions.



Key actions 2023-25

1. Embed a strength and assets-based model of practice and approach throughout the council, partnerships and in every neighbourhood.
2. Improve how we make every contact count. Supporting people to signpost themselves to what they need and using an increasing number of digital platforms and channels.
3. Work better with partners to improve accommodation options for residents in need and improve our offer to people of all ages in a way that is accessible and celebrates diversity.
4. Improve the transition pathway for preparing for adulthood across Children's Services into Adults by working with young people and families to develop an agreed plan and become a joined-up service, improving outcomes.



Benefits for residents

- Easier to navigate care system.
- More choice over support.
- Improved mental health and fitness.
- Better health and increased life expectancy.

Benefits for ward councillors

- Better supported local residents.
- Increased satisfaction with services.
- Reduced demand for care.
- A happier and healthier local population.



Measuring progress

We will report on our progress and achievements using several measures:

1. Ensure the adult population of Liverpool remain safe and protected.
2. Ensure people feel happier and more satisfied with services and the outcomes they have achieved.
3. Reduce the numbers requiring care and support needs and deliver savings.
4. Reduce isolation, mental health problems and loneliness.
5. Reduce homelessness city-wide.



Delivering on our Triple Lock commitments

Social Value

- We will help more people into work with personalised support.
- We will change how we procure services, to ensure that quality of care and social value is prioritised.
- We will work with partners to develop a community asset-based approach to neighbourhood services.

Environmental

- We will make it easier to travel and make healthier choices, through our active travel scheme
- We will protect our green spaces and improve air quality through our city design strategies and consider bio-diversity opportunities in our local neighbourhoods.

Equality & Inclusion

- We will provide equal access to services and work with them to best meet their needs.
- We will implement a Marmot strategy, prioritising the most disadvantaged communities to address the social determinants of ill health including poverty.
- We will develop a fairness and anti-poverty strategy approach to tackle the causes of health inequalities.
- We will encourage people who are most likely to require social care to be involved in the design of social care and other services, such as decisions on the built environment, accessible housing and transport.



Photo: Liverpool City Council

Children and young people enjoy the best quality of life and reach their full potential

Lead accountability for delivery

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

What we want to achieve

- Strong families in caring and connected communities.
- Every child has equal opportunities, regardless of their circumstances.
- Improved child wellbeing and a reduction in safeguarding issues.
- Targeted support for children and families to reduce inequalities.

As an inclusive city, there is much more that needs to be done to give all our children and young people the best start in life.

97,000 children aged 0-17 live in the city, which is 33% of our total population.

57% of Liverpool's children live in neighbourhoods that are amongst the 10% most deprived in England. Children residing in these places are ten times more likely to require a child protection service and enter care than children living in the country's least deprived areas. 70% of referrals to social care in Liverpool come from these most deprived 10% areas.

Liverpool has higher than average child protection rates which grew during the pandemic and have not recovered. Liverpool spent £59 million on placements for children last year and £28 million was for residential placements – this is not sustainable and does not deliver good enough outcomes or best value for children and young people.

We want every child to be safe, healthy and happy in strong resilient families, living in diverse inclusive neighbourhoods, with equal life chances to ensure

they achieve their full potential and the best possible outcomes.

We will focus on five priorities

1. Review our social care model of practice and how we work with families and partners, to focus on sustainable change, improved outcomes and reduced demand for statutory services.
2. Children's services, public health and key partners will work together to make best use of data and technology to identify those children and young people who are in need, vulnerable and most at risk.
3. We will work with families and key partners to ensure we work preventatively and provide effective, early help and support to families.
4. We will develop and improve the Liverpool Healthy Child Programme to ensure children and their family's health needs are met.
5. We will engage children and young people, and work with partners, to progress towards achieving UNICEF Child Friendly City accreditation.

Key actions 2022-23

1. Introduce a new multi-disciplinary partnership model of practice in children's social care, which is based upon national best practice. The model will deliver sustainable improvements for families, whilst also reducing demand and high spend on statutory services.
2. Increase the number of in-house foster carers, celebrate diversity and successes, replicate learning, and encourage more people to care for Liverpool children through fostering.
3. Review and enhance the council's accommodation and support offer to ensure children and young people in care have stable and sustainable placements in which they can achieve their potential and goals.
4. Develop data sharing agreements and regular data flow within the One Liverpool Complex Lives project so that partners can share information about children at risk easily, rapidly and efficiently and important information can be shared easily and safely with families.



Key actions 2023-25

1. Fully implement and embed a new model of practice in children's social care with a view to improving outcomes and creating efficiencies.
2. Promote the role of children and family centres in supporting families in neighbourhoods through learning, experience and exercise.
3. Children's Services, Public Health and key partners will develop programmes of work based on shared intelligence and modelling gathered through the One Liverpool / Complex lives data-sharing work stream.
4. Work and engage with many different groups of young people, to ensure that children and young people can influence the future of the city, to help achieve UNICEF 'Child Friendly City' status.



Benefits for residents

- Increased support for families.
- Reduction in children going into care.
- More children cared for in a family setting.
- Improved outcomes for young people in care.

Benefits for ward councillors

- Families are supported to stay together.
- Fewer children placed outside of the city.
- Young people active in neighbourhood life.
- Less pressure on council resources.



Measuring progress

We will report on our progress and achievements using several measures:

1. The number of families supported by early help and successfully completing an early help plan.
2. A reduction in the number of children in care, coupled with an increase in kinship and good quality foster care placements, local to home.
3. An increase in the number of children and young people with additional needs participating in neighbourhood activities.
4. An increase in positive outcomes for young people and families when transitioning to Adult Social Care.
5. An improvement in the assessment of social care Ofsted ratings.



Delivering on our Triple Lock commitments

Social Value

- We will use contracting and procurement opportunities to improve education and skills for looked-after children.

Environmental

- We will actively involve young people in tackling the green agenda.
- We will protect our green spaces and make improving air quality a key component of our design strategy.

Equality & Inclusion

- We will provide specific employment provision for care leavers, creating pathways to high value jobs to support independent living.

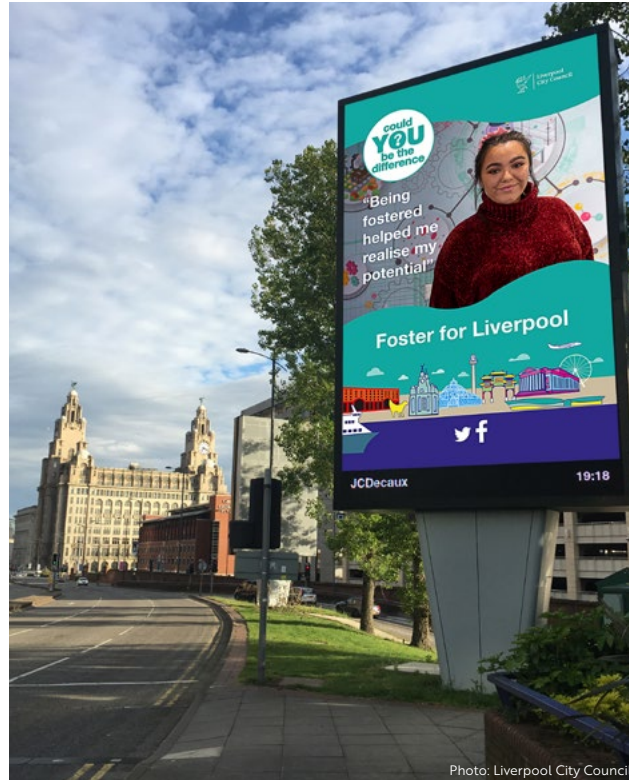


Photo: Liverpool City Council



Photo: Getty



Photo: Getty



Photo: Getty



Photo: Liverpool City Council

A sustainable, accessible and greener Liverpool

Lead accountability for delivery

- Cabinet Member for Climate Change and Environment
- Director for City Development

Key outcomes

- Citizens and partners are actively engaged to deliver our net zero plans.
- An accessible, sustainable, safe & inclusive transport network for all, to connect people, places & jobs.
- Improved, inclusive and playful public and green spaces through ecological recovery and biodiversity.
- A resilient city that can successfully absorb and recover from shocks and stresses.

Climate change is the biggest challenge of our time and as such it is at the core of our ambitions for Liverpool.

CO2 emissions in Liverpool are significantly higher than the national average, which is not surprising as we are a major city, but they are significantly below the core city average for all emissions (-21%) and transport emissions (-27%).

We want to increase our active travel rates, despite them being higher than the national averages for cycling and walking.

We need to increase the amount of household waste the city sends for recycling, as the amount is well below national and Core City averages.

Delivering these ambitions will not be easy and the council cannot act in isolation. Partners including the combined authority, businesses and individuals need to be part of the transition to a low carbon economy, as well as to recover, protect and enhance our environment and green spaces.

We will focus on four priorities

1. Identify and implement actions the council and its contractors can take to reduce negative impacts on the environment.
2. Support the transition of the economy towards net zero and grow the economy in green sectors.
3. Deliver strategic transport plans and increase active travel.
4. Review and implement new approaches to litter and waste management.

Key actions 2022-23

1. Launch our climate action plan which will prioritise and agree projects to achieve change. We will strengthen capability and capacity, including the appointment of a Chief Sustainability Officer.
2. Implement the new waste management plan including action on food and green waste, tackling litter in the city and improvements to the the council's Newton Road depot

3. Ensure the completion of a city centre mobility strategy (including works at Lime Street), and introduce city centre clean air measures to monitor our progress in reducing harmful emissions.
4. Implement the Liverpool local plan to protect and enhance the city's green spaces, natural assets and carbon performance.

Key actions 2023-25

1. Develop new and existing partnerships to join-up public and private finance to create new funding models and robust projects to deliver and support innovation and best practice solutions for climate change.
2. Support training programmes to increase employment in green jobs of the future.
3. Identify funding sources to expand housing retrofit. Develop a fully funded commitment to reduce the carbon footprint of council buildings and services.
4. Pivot investment in our highways and transport networks into a new strategy and investment programme that embodies sustainability and maximises active and public transport modes, including the launch of at least two accessible green bus routes.
5. Develop a 'play in parks' programme to look at enhancing playgrounds and support community activities and events delivering accessible parks for all.
6. Develop a city wide resilience plan, aligned to the Civil Contingencies Act 2004 and its associated statutory duties.



Benefits for residents

- A cleaner, greener and resilient city.
- Reduced pollution levels.
- A wider range of transport options.
- Improvements in parks.

• Benefits for ward councillors

- Investment in green space.
- A more balanced transport infrastructure.
- Reduction in fly-tipping and dumping.
- Improvements in housing.



Measuring progress

We will report on our progress and achievements using several measures:

1. Deliver a climate action plan to achieve a reduction in net zero carbon emissions.
2. Increased household recycling and reuse rate.
3. Increased modal shift towards public transport and active travel, such as increased walking and cycling around the city to reduce and local air quality pollutants.
4. Environmental considerations increasingly embedded, with impacts measured in corporate decision making.
5. Increased staff training on the impact of climate change and resilience in relation to their job.



Delivering on our Triple Lock commitments

Social Value

- We will bring high quality green jobs in clean growth industries to the city and equip Liverpool residents with the skills to make our city greener - creating opportunities for unemployed people.

Environmental

- We will work with contractors to reduce their impact on the environment, not increase it.
- We will learn from the pandemic, protecting green spaces and maximising active travel.

Equality & Inclusion

- We will assess and mitigate any potential negative impact on older and disabled people resulting from new climate change and environmental policies, such as access to transport.



A culturally diverse, internationally ambitious and authentic city for all

Lead accountability for delivery

- Cabinet Member for Culture and Visitor Economy
- Director of Culture

What we want to achieve

- Develop a distinctive, globally attractive city offer driven by a diverse, accessible and inclusive culture.
- Deliver a sustainable model for our city's cultural assets libraries, sport and leisure, parks and open spaces, and our arts, culture and heritage assets.
- Nurture and grow the next generation of talent to maintain our cultural diversity and global competitiveness.

Culture, sport, heritage, creativity and compassion are just some of the reasons that our city is a great place, they make our city attractive for residents, workers, visitors and investors.

Our challenge now is to build on this success, develop our story, focusing on well-being, inclusivity and communities, and strengthen how we deliver our cultural work in partnership. At the same time, we need to be fiercely competitive about our strengths and continue to place Liverpool firmly on the international map.

We will focus on four priorities

1. Build on our success to write the next chapter for Liverpool, bringing together our cultural, music, film, sports, heritage and events offer, delivering with and for our residents.
2. Create a compelling and authentic narrative that drives tourism and international recognition for the city that translates into growth.
3. In partnership, nurture young talent and create the environment for them to thrive.

4. Work with government arms-length bodies to create a place-based approach for cultural and sporting provision in our neighbourhoods.

Key actions 2022-23

1. Launch 'Destination Liverpool' - a new agency which will become the lead marketing and creative development vehicle for the city.
2. Review leisure and library services with a view to driving effectiveness and efficiency and work with partners to develop a place-based approach to culture and leisure.
3. Work with the Combined Authority and government departments to promote culture, heritage and tourism, major conferences and events, and to develop a compelling proposal for 'The Pool'.
4. Maximise the opportunities created by world class events taking place in the city, including the 2022 World Gymnastics and hosting the Turner Prize, and working with partners to grow our status as a leading cultural European city destination.

5. Implement plans for the city markets with a focus on supporting small businesses and start-ups.

Key actions 2023-25

1. Deliver 'Liverpool 2023' – a year of celebration to mark a transition point in the city's recent history and drive domestic and international tourism and develop an accommodation bid to support the sector.
2. Develop a heritage action plan with partners and supporters, to advance the city's cultural offer and development objectives.
3. Engage residents in accessible and inclusive physical and cultural activity through our new next generation neighbourhood model.
4. Enable accessible and inclusive major sporting, business and cultural events through engagement with public and private partners to bring communities together and showcase the city.
5. Further develop the city's cruise industry offer,



River of Light Trail

Photo: Liverpool City Council

and build a film, music and creative industries programme to capitalise on the growth in these sectors, whilst in parallel develop a skills and training programme to galvanise local employment opportunities.



Benefits for residents

- More things to see and do.
- Investment in cultural and heritage buildings.
- Increased employment opportunities.
- Pride in the city.

Benefits for ward councillors

- More opportunities for local residents.
- Increased cultural offer .
- Economic return for the city.
- Improved reputation for Liverpool.



Measuring progress

We will report on our progress and achievements using several measures:

1. Increased levels of resident and neighbourhood engagement in the cultural sector.
2. Awareness of and access to the city's cultural offer grows.
3. Increased range and profile of commercial partners working with the city.
4. Improved financial and environmental sustainability of our cultural assets.
5. Increased national and international visitor numbers and improved profile and perceptions of Liverpool



Delivering on our Triple Lock commitments

Social Value

- We will use procurement opportunities to develop creative and cultural offers in neighbourhoods.

Environmental

- We will aspire to run - or commission - zero carbon events, minimising their impact where possible.

Equality & Inclusion

- We will ensure access of opportunity to cultural arts and events programme.



Photo: Liverpool City Council



Photo: Liverpool City Council



Photo: Liverpool City Council



Photo: Liverpool City Council



Thriving, empowered and compassionate communities for all

Lead accountability for delivery

- Cabinet Member for Neighbourhoods
- Director of Neighbourhoods

What we want to achieve

- We get the basics right and have a responsive, joined up and accountable approach to operational services.
- We build on the assets in each community, co-design services with communities and set priorities which are important to them.
- People are supported to take control of their own lives and make decisions in their neighbourhoods which are most important to them.
- We work creatively with communities and across our services to promote equality and pride of place by bringing together key services and partners.

Our communities and our neighbourhoods are at the heart of what makes Liverpool, Liverpool.

That is why neighbourhoods are central to every aspect of this plan and the way the council is redefining its purpose for the future.

We value and will work with Liverpool's schools, libraries, voluntary, community, faith and social business sectors to achieve our ambitions. They are a fundamental part of our civic infrastructure and sit at the heart of our efforts to harness our people power.

We will focus on three priorities

1. Reviewing the services we provide locally to improve access and ensure they are as high quality, responsive, effective and efficient as possible.
2. Changing how we work as a council to focus on the strengths and needs of individuals and neighbourhoods, supporting communities to make decisions on the things that matter most to them.

3. Working in collaboration, not competition, with different council departments, partner organisations, government and national agencies to have the most impact, locally and city-wide.

Key actions 2022-23

1. Review the council services provided locally to identify how we can deliver more efficient and effective waste management, enforcement, community safety, green spaces and parking services.
2. Review our approach to discretionary grants, introducing a new and more efficient model to support communities to take targeted community action.
3. Working with communities and partners to co-design new neighbourhood models to address local need and opportunities, building on what works and agree a phased approach to roll-out across the city.
4. Launch a new city-wide Violence Against Women and Girls Strategy.
5. Implement the review of customer complaint handling and improve targets across all areas.

Key actions 2023-25

1. Working with elected members, partners and communities, roll out the new neighbourhoods model in a number of areas, including looking at 20-minute neighbourhoods.
2. Change the way we listen to - and work with our communities and councillors - with a focus on community support and development.

3. Design a new volunteering plan and key city-wide community initiatives that enhances ownership of place and celebrates our diverse communities.
4. Review the council's approach to community safety-related funding to achieve the ambition of putting in place sustainable support.
5. Implement the city-wide Violence Against Women and Girls strategy and action plan.



Benefits for residents

- Safer streets.
- Better services.
- Involvement in key decisions.
- Improved council services.

Benefits for ward councillors

- Improved working with council officers.
- A cleaner and greener area.
- An actively engaged local community.
- Increased pride in communities.



Measuring progress

We will survey our residents each year asking them how they view the council, how satisfied they are with the services we provide, and gather their views on the area where they live. These findings will help to inform our key performance indicators.

We will measure and report on our progress and achievements against several measures:

1. Increase the percentage of people who are satisfied with local council services.
2. Increase resident contentment with their local area.
3. Reduce the rate of crime and antisocial behaviour, particularly violence against women and girls.
4. Empower communities to shape the future of their local area
5. Increase in the number of complaints responded to satisfactorily and within agreed timescales.



Delivering on our Triple Lock commitments

Social Value

- We will give communities an active role in the design of developments, ensuring they benefit from social value obligations.
- We will identify ways to raise awareness of social value related contracts to a wider range of contractors.

Environmental

- We will develop our neighbourhoods to consider the benefits of 20-minute neighbourhoods and co-design local services to benefit communities.

Equality & Inclusion

- We will co-design services, promoting independence and a focus on prevention.
- All residents will have the opportunity to be involved in decisions affecting their local area.



A well-run Council

Lead accountability for delivery

- Mayor
- Deputy Mayor & Cabinet Member for Finance and Resources
- Deputy Chief Executive and Director of Finance and Resource
- Chief Operating Officer
- City Solicitor and Monitoring Officer

What we want to achieve

- All our decisions are planned, evidence-based and deliver value for money for Liverpool and its residents
- We have a positive, open culture which promotes equality, diversity and inclusion
- We are a well-run, efficient and learning organisation
- We deliver excellent customer service

Liverpool's residents and communities deserve to be served by a council they trust and know is well-run.

We are therefore working with staff and the trade unions to transform how we work to deliver the Mayoral and Cabinet priorities, respond to resident feedback, and the findings of the Government's 'Best Value' Inspection.

We will focus on five priorities

1. Becoming more financially sustainable and resilient and delivering agreed savings and transformation targets.
2. Putting excellent customer service at the heart of everything we do and raising standards across all services.
3. Making transparent, evidence-based decisions, and involving residents in the decisions that most affect them.
4. Changing our working culture to become performance driven and more inclusive, celebrating diversity and creating a workplace

where people feel safe and can bring their whole self to work.

5. Providing strong leadership and proactively contributing to the delivery of the City Plan ambitions.

Key actions 2022-23

1. Meet the Strategic Improvement Plan statutory directions including the Boundary Commission changes, review the governance model and hold all-out elections in May 2023.
2. Improve the council's corporate governance and leadership with an integrated budget and business planning cycle which sets clear priorities for the council with aligned resources.
3. Implement the financial resilience plan with a focus on demand management, financial accountability, including improved income and collection rates.
4. Deliver the next phase of the culture change programme, with a focus on delivery of this plan, behaviours, values, induction, performance, training and development.



5. Review corporate services including customer services, ensuring there is the capability, capacity and experience to deliver the agreed priorities and improvements.
6. Review and implement the recommendations from the property assets and external companies' review.
7. Embed and broaden the council's new social value policy, develop a new fairness and anti-poverty strategy, and develop a triple lock performance reporting mechanism.

Key actions 2023-25

1. Raise customer service standards across the organisation, in how we respond and resolve queries via all channels.
2. Become a community and member-led council, in which members feel supported to perform all their roles and residents are at the heart of decision-making.
3. Create systems and processes to ensure the Triple Lock is considered in all decision-making.
4. Lead a performance-focused culture, improving how we plan, monitor, review and report from the corporate centre to the individual resident.
5. Deliver the recommendations of our Race Equality Task Force and lead the way in our focus on equalities, diversity and inclusion both as an employer and through our service provision.



Benefits for residents

- Consistent customer service.
- Involvement in decisions about the things that matter to you.
- Council funding spent on initiatives that make a difference.
- Tackling climate change.

Benefits for ward councillors

- Active involvement in council decision-making.
- Improved processes for reporting issues.
- Complaints resolved in a timely manner.
- Increased satisfaction from local residents.



Measuring progress

We will report on our progress and achievements using several measures:

1. Commissioners are satisfied with delivery of the Strategic Improvement Plan and overall Council improvement.
2. Delivery of the financial recovery plan and a balanced budget.
3. Increase elected member satisfaction in how they are supported and involved in council business.
4. % of formal council decisions in which social value, equality, diversity and climate change implications make a demonstrable impact on decision making (to be reviewed quarterly).
5. Improved resident satisfaction on council services, value for money and trust.

We will survey our residents each year asking how they view the council, how satisfied they are with the services we provide, and gather their views on the area where they live. These findings will help to inform our key performance indicators.



Delivering on our Triple Lock commitments

Social Value

- We will design governance processes which embed social value measures
- We will make sure that communities have an active role in the co-design of services.

Environmental

- We will ensure all policy and spend decisions are measured against our net zero carbon target.
- Through our assets review, we will focus on decarbonising buildings where possible.

Equality & Inclusion

- We will change how we engage and include our staff, putting in place progression routes and programmes for those under-represented at specific grades or roles.
- We will ensure we are a safe workplace, where people can be themselves.



Making delivery happen

A big challenge for us is how we manage our limited resources, competing demands, growing customer expectation and the need to make savings. Whilst this has been the case for Liverpool and local government over many years, we recognise that stabilising the financial position is essential for our future success, as well as delivering significant savings in years two and three of this plan.

To enable delivery of this plan, we are also reviewing how we operate, and we will ensure our resources are aligned to our priorities and where required additional transformation support will be provided.

We want to deliver improvements across each of the strategic themes listed in this Council Plan in year one, we have also identified several medium term key actions. There are, however, a number of 'must dos' that we have to achieve in year one and these are set out on the following page.



Delivery Plan - Top 10 'Must Do' List

1. Financial Management and Medium Term Financial Strategy (MTFS)

We will focus on stabilisation in year one, seeking to reduce demand, generating income and improving debt collection and delivering a new council-wide financial accountability framework.

2. Organisation

We will deliver the changes required in the Strategic Improvement Plan including all-out elections in May 2023, constitution changes and a review of corporate services.

3. People

We will further embed our culture change programme implementing updated approaches to recruitment, induction, leadership capacity and capability, training and development and performance management.

4. Asset Management

We will review how we manage our property and highways assets and external companies.

5. Customer Services

We will undertake a fundamental review of customer service culture, training, processes and systems across the organisation, alongside working with our communities to tackle digital exclusion.

6. Children's Social Care Model Review

We will undertake a fundamental review of how we deliver children's social care to provide the most effective and efficient support.

7. Adult Social Care Review

We will review and reform our adult social care service including the 'front door', assessment process and provision, including accommodation.

8. Neighbourhoods

We will define our neighbourhoods strategy and begin to change our operating model. Where it makes sense, we will bring together council services on a neighbourhood basis and develop and test new neighbourhood models. There will also be a review of the council's leisure services and grant provision.

9. Net Zero and Waste Management

We will develop and implement the action plan, including a waste management review of food and green waste, litter and improvements to the council's Newton Road depot.

10. City Development

We will develop a new housing strategy, complete our highway and city centre improvements, progress the development of the former Littlewoods Building, commence developments at the Hemisphere and Pall Mall sites, and explore major housing developments at Stonebridge Cross, King's Dock, Denford Road, Liverpool Waters Central Dock, and Festival Gardens.

Monitoring and reporting performance

We are committed to transparently reporting our progress. It is an important tool to help us do better and essential to rebuilding the trust of our staff, residents and partners. This will help us to improve performance and will be essential to rebuilding the trust of our staff, residents and partners.

Reporting on the Council Plan

The Council Plan identifies 40 measures to track progress across the eight themes within this Council Plan. The Key Performance Indicators which will be reported can be found in the appendix to this plan.

Wherever possible these indicators will be broken down to provide analysis by protected characteristic / equality groups.

These indicators are embedded into the council's performance management framework and our directorate business plans.

Reports will be produced every six months and reported publicly to the City Council's Cabinet and Mayoral Performance and Select Committee.

We will report on the impact of our Triple Lock Commitment on an annual basis, providing an assessment of progress through the three lenses of equality and diversity, climate change and social value.

Our 10 "must dos"

We will track and report progress through established, strong programme management and governance arrangements to ensure that we deliver the 10 "must dos". Progress on these will also be reported on a six monthly basis to the council's Cabinet and Mayoral Performance and Select Committee.

The City Plan

The Council Plan sets out how we contribute to the delivery of the City Plan. We have developed an outcomes framework to track comparative city level performance using mostly national statistics. We intend to report on these annually and make the database accessible via the City Plan website. www.cityplanliverpool.co.uk

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 www.liverpool.gov.uk/council/vision-aims-and-values/strategic-improvement-plan.

Progress against this plan is also be reported to Cabinet and the Council's Audit Committee on a regular basis.