

team
Liverpool

cityPlan



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Team Liverpool Charter

We are committed to creating a thriving, sustainable, fair city for everyone.

Our collective vision is about improving the lives of the city's people and its businesses by promoting sustainable, inclusive growth, and by tackling all forms of inequality, whether it be due to socio economic status, age, disability, gender identity, race or ethnicity, sex, religion or belief, and/or sexual orientation.

We are proud of our multi-cultural and welcoming city, its strong sense of community and its growing, increasingly diverse population. We want to ensure that everyone has the opportunity to reach their full potential, regardless of their background, identity or where they live in the city. It is important that everyone has an equal opportunity to thrive, can enjoy the best possible quality of life, access the benefits of living here and have a say in matters that affect them.

We are committed to working together and constructively with government to make Liverpool more equitable, more prosperous, better educated, healthier, greener, safer and more exciting, for everyone in the city and for the future generations who will inherit the city we seek to create. Whilst our immediate priorities are keeping people safe and well through the pandemic and planning our economic recovery, this City Plan will guide our decisions and action plans to ensure they deliver results in both the short and longer term.

As system leaders, we are taking collective responsibility for this transformation agenda. This plan sets out a different way of working that we will adopt within all of our organisations. We will begin by challenging our own organisations and ways of working. We will tackle inequalities and discrimination and we will commit

to ensuring that the leadership and workforces of our organisations better reflect the communities we serve. We will celebrate people's differences and help our workforces and our communities to understand and respect each other's backgrounds. We will work together better as city partners and alongside the people and businesses of Liverpool, building on our collective passion, talent and commitment.

We believe that through better collaboration between the public sector and Liverpool's businesses and communities, we can do more to reduce the city's inequalities, tackle discrimination, encourage inclusion, break the cycle of deprivation and give current and future generations a better quality of life and hope for the future.

The challenges that we face as a city and as a system are more complex than they ever have been. Evidence nationally, from The Marmot Review 10 Years On shows that over the past decade: the health gap has grown between wealthy and deprived areas; improvements in life expectancy have stalled overall and have actually declined for the poorest 10% of women, and that place and your local environment is an important factor affecting health.

The pandemic and its social and economic consequences will affect all of us but will disproportionately impact upon those already facing hardship and exacerbate the existing trends and challenges around inequalities. Half of Liverpool's neighbourhoods are amongst the 10% most deprived in England, which creates a unique pressure upon, and demand for, local services. We are proposing a fundamentally different approach because what we are doing now neither works nor is affordable, given continued public spending challenges.

We recognise that we don't have all of the solutions and that we have to work with our existing collective assets and resources. What will make the difference this time around is a fundamental shift in the way we work. We need to shift power to people and communities, to collaborate rather than compete across our organisations at all levels, and to work more effectively with central government and national agencies.

We want all of the city's stakeholders to join us and contribute to developing this Team Liverpool approach and we are confident that together we can progress our vision for a brighter future because as a city we are resilient, innovative and share a collective belief in social justice.

Our shared commitments

Collaborative leadership – we will:

- provide strong, united leadership with a commitment to improving outcomes;
- create a partnership culture where risks are shared and bold decision-making is enabled;
- demonstrate through our actions, a sense of urgency, accountability and common purpose to deliver our priorities;
- take joint and individual responsibility for action, and influence areas that are outside our direct remit for the benefit of the whole system;
- become a learning city that is open to ideas and driven by evidence through sharing knowledge to develop innovative solutions to our challenges, and
- provide accountability and transparency for the achievement of our shared outcomes, with progress monitored and reported annually.

Empower our communities – we will:

- take decisions with our communities and consider shared insight and intelligence to develop effective and sustainable services;
- utilise our diverse community assets, including the skills, knowledge, capacity, resources, experience and enthusiasm of local groups and people, and
- listen to, and work with, local communities to ensure they are all safe, resilient and welcoming.

Promote equalities – we will:

- make the best use of our combined resources to reduce inequalities, maximise impact and create opportunities for those in greatest need;
- celebrate equality, inclusion and the diversity of our multi-cultural communities, tackle discrimination in all its forms and train our workforces to ensure everyone is treated with dignity and respect;
- strengthen the diversity of our workforces and leadership, and
- promote Liverpool as a welcoming city and ensure that the city's assets are accessible to all of our diverse communities.

Our commitment to the 17 Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) provide a blueprint for countries to create a more prosperous and equitable future by 2030.

The Goals identify a series of interlinked challenges, recognising that ending poverty must be connected to strategies which address health, education, economic growth and climate change. We support the SDGs and believe the Goals are essential for long-term wellbeing and prosperity.

Liverpool City Council commissioned 2030hub – a Liverpool based, and the world's first UN recognised Local 2030 Hub - to independently map the strategic policies and monitoring indicators of the Inclusive Growth Plan against the targets and indicators of the SDGs. This work has helped to inform our consideration of the aims, priorities and metrics for the City Plan.

Our commitment to listening to children and young people

In Liverpool, we have high aspirations for all of our children and young people, and we have a responsibility to create a city where they will thrive. We want them to enjoy the best possible quality of life, have a say in matters that affect them and be able to reach their full potential. There is a lot of great, child-centred activity and participation happening in Liverpool and we want to build on this as part of the City Plan and through our participation in the Unicef Child Friendly City programme.

In a Child Friendly City all children:

- have a say about decisions that affect them;
- can express their views freely and are encouraged and supported to do that;
- can access good health, education, transport and other services;
- feel safe and protected from discrimination and harm, and
- can enjoy public spaces and meet other children freely.

We have been gathering views from young people about what is good about growing up in Liverpool and what can be improved. Around twenty children and young people's groups have been engaged on the City Plan to date and recurring topics that have been highlighted include:

- Liverpool is a great place for young people who appreciate the events, the city centre and the sense of identity;
- Schools, education and careers advice need to cater better for individuals with different needs;
- Young people want to feel safer in their neighbourhoods and the city centre;
- The lack of youth provision in neighbourhoods;
- The affordability of buses and leisure/sports facilities;
- Barriers to accessibility across the built environment and transport systems, and
- Climate change and local action.

City partners have also been coming together to discuss how they can help to make Liverpool more Child Friendly and representatives from Unicef UK have provided briefings and training in children's rights to inform this ongoing process.

Signed by

Janet Beer, Vice Chancellor, University of Liverpool
 Elaine Bowker, Principal, City of Liverpool College
 Paul Cherpeau, Chief Executive, Liverpool Chamber of Commerce
 Steve Coffey, Chief Executive Officer, Torus
 Andy Cooke, Chief Constable, Merseyside Police
 Phil Garrigan, Chief Fire Officer, Merseyside Fire and Rescue Service
 Clare White, Chief Executive, Liverpool Charity and Voluntary Services
 Jan Ledward, Chief Officer, Liverpool Clinical Commissioning Group
 Joe Rafferty, Chief Executive, Mersey Care NHS Foundation Trust
 Tony Reeves, Chief Executive, Liverpool City Council
 Steve Warburton, Chief Executive Officer, Liverpool University Hospitals NHS Foundation Trust

Endorsed by stakeholders

When the City Plan is published online, we will provide an opportunity for individuals and stakeholder organisations to sign up and endorse the plan.

Our Vision for Liverpool is a thriving, sustainable, fair city for everyone.

We will focus upon improving outcomes across six themes.

A healthier, happier, fairer Liverpool for all

We will work together to tackle health inequalities and respond to what matters most to people in terms of improving their health and wellbeing across all stages of life – Starting Well, Living Well and Ageing Well.

People are educated to succeed throughout life

Children are ready for school and everyone has access to an inclusive, high quality education that enables them to live fulfilled, happy and productive lives. Employment prospects improve through lifelong learning and access to technical and professional skills.

Safe and thriving neighbourhoods

All residents live in safe, inclusive and welcoming neighbourhoods, where people choose and aspire to live, raise their families and grow old. Public services are aligned with local need to reduce inequalities within the city.

A strong and inclusive economy

A productive, innovative, sustainable and fair economy, where businesses thrive through nurturing talent from all communities and provide good jobs with fair pay, conditions and progression.

A low carbon, connected and accessible city

A city with smart, clean, accessible and integrated infrastructure, where organisations, businesses and residents are all playing their part in responding to the climate emergency and speeding the city's transition to zero carbon.

The most exciting city in the UK

Culture, sport and creativity is Liverpool's USP and makes the city attractive for residents, workers, visitors and investors.



The six aims highlighted on the previous page are the essential elements needed to successfully deliver the plan's long term vision.

The following pages provide further details for each of the six aims and identify partners' priorities and the outcomes that they wish to achieve through focussing upon these.

The list below provides a selection of these outcomes – these are the headline outcomes in this plan and demonstrate the breadth of ambition. We will develop performance indicators that monitor and report long term change against these outcomes.

City Outcomes Framework

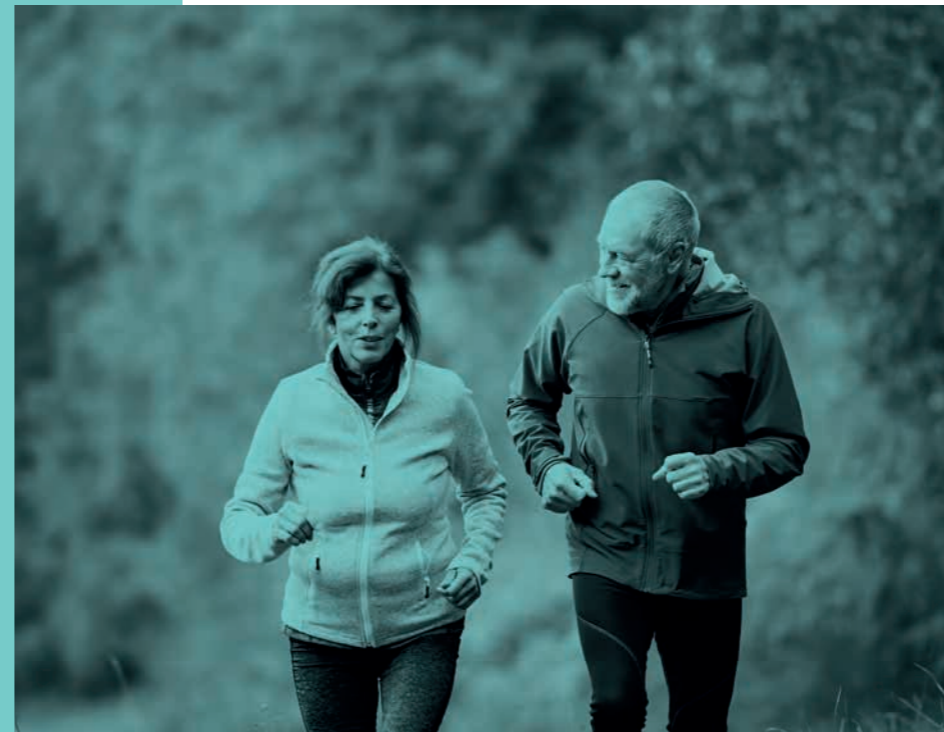
We are jointly committed to improving the following outcomes and throughout we will target our resources and efforts upon the people and places that need them most in order to reduce the inequality in outcomes:

1. **Socio economic inequalities (health, education, skills and employment etc)**
2. **Healthy life expectancy**
3. **Infant mortality**
4. **Premature mortality rates for chronic conditions (such as cancer, respiratory and circulatory diseases)**
5. **Mental health and wellbeing**
6. **Educational attainment at all key stages (particularly for underperforming groups)**
7. **Skills rates**
8. **Housing quality**
9. **Homelessness prevention and reduction**
10. **Community safety and pride of place**
11. **Re-offending**
12. **People and families in poverty**
13. **Jobs and employment rate (particularly among underrepresented groups)**
14. **Diversity of the city's workforce (so it is more representative of local communities)**
15. **Workers earning above the real living wage**
16. **Higher value and clean growth sectors**
17. **Good Business practice**
18. **CO2 emissions citywide and within our organisations**
19. **Air quality**
20. **Community cohesion and a welcoming city**
21. **The social impact of public anchor organisations**
22. **Neighbourhood coproduction of local services**

A healthier,
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A healthier, happier, fairer Liverpool for all.

We will work together to tackle health inequalities and respond to what matters most to people in improving health and wellbeing across all stages of life – Starting Well, Living Well and Ageing Well.



Priorities and Outcomes

Our primary outcome is to halve the projected life expectancy gap with England to 1.7 years by 2024 and to reduce health inequalities in the city.

As well as continuing to improve services for all, we will work together to identify people at greater risk of poor health, focusing much more on promoting good health and increasing healthy life expectancy, preventing illness and personalising services to support the needs of those people and population groups. Our focus will be on:

- **healthy children and families**
Reduce infant deaths by one third; improve school readiness; reduce childhood obesity, reduce health inequalities and improve mental wellbeing.
- **people with long term conditions**
Improve quality of life; improve control over daily life; reduce premature mortality from cancer, circulatory disease and respiratory disease.
- **people with complex lives**
Improve control over people's daily life; reduce alcohol admissions; reduce emergency admissions to hospital, and improve mental wellbeing.

- **people who are frail and have dementia**
Reduce loneliness and social isolation; reduce numbers of people living with moderate or severe frailty; prevent or reduce falls; provide better support for carers, and reduce admissions to residential and nursing homes.

These four objectives are underpinned by programmes for 2020/21 and beyond:

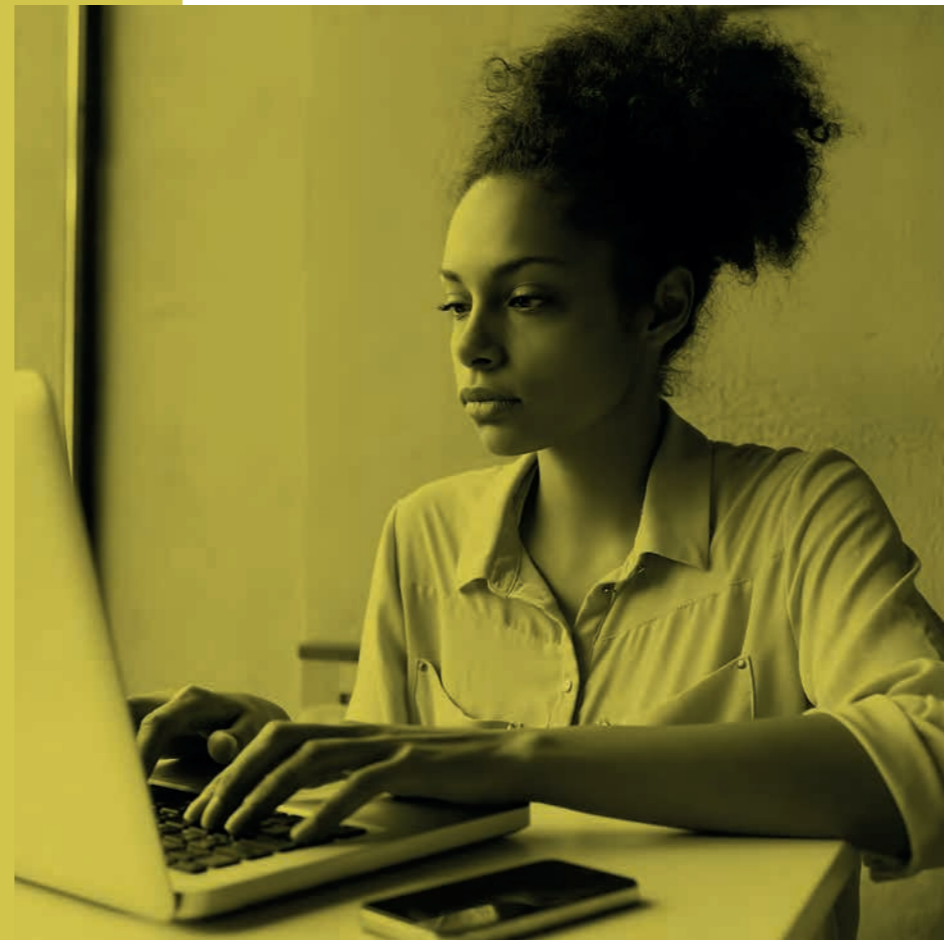
1. Targeted action on inequalities – we will make inequalities reduction a central tenet in the design and improvement of all services; we will improve digital inclusion and ensure equality of access; we will provide targeted support to those most at risk; we will harness the social and economic power of the health and care sector to offer opportunity and local employment.
2. Empowerment for wellbeing – we will identify and respond to what matters to people for a personalised approach to health and care services; we will develop a social investment strategy, and support asset based working through a People Power programme. We will prioritise screening and early intervention for mental health, including health and care staff and we will support people in crisis.
3. Prevention and early intervention across the life course – we will address alcohol harm; ensure targeted uptake of national screening and vaccination programmes; provide trauma-informed early help for families; optimise the First 1001 days of a child's life, and improve the transition from children's to adults services.
4. Integrated and sustainable health and care services – we will co-ordinate interventions for people with complex lives, long term conditions and frailty; we will implement all-age Integrated Community Teams across the city; we will develop a new integrated model for community-based urgent care services; find a clinically sustainable solution for services provided by Liverpool Women's Hospital, and we will develop a long term blueprint for our public estate.

People are
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People are educated to succeed throughout life.

Children are ready for school and everyone has access to an inclusive, high quality education that enables them to live fulfilled, happy and productive lives. Employment prospects improve through lifelong learning and access to technical and professional skills.



Priorities and Outcomes

1. To build a culture of excellence where education is valued.

- To increase education outcomes of Liverpool's current and future workforce
- To improve attendance at school
- To reduce NEETs and school exclusions

2. Strengthened leadership and coordination across the education system that is informed by reliable evidence including data, informed insight and best practice.

- To increase the number of education providers rated 'Good' or 'Outstanding' by Ofsted

3. Ensuring people of all ages are engaged in the education and lifelong learning needed to access current and future employment opportunities.

- To increase skills levels and reduce the proportion of residents with no qualifications
- To plug the skills gap in the local economy
- To widen access to Higher Education for those with the ability and desire to gain higher level skills and graduate employment
- To increase the proportion of people qualified to Level 2 in English and Maths

4. Improving educational outcomes, and at a faster rate for underperforming groups and neighbourhoods.

- To ensure children are school ready
- To improve attainment across all key stages
- To reduce the attainment gap between underperforming groups and their peers
- To ensure digital equity

5. Enabling disabled children and young people, and those with special educational needs, to live independent and successful lives.

- To ensure that the needs of all children and young people are met so that they can live happy and fulfilled lives

6. A learning offer that enables all young people to meet their potential.

- To provide clear career guidance and pathways to successful employment
- To increase work placements and the number, quality and completion rate of apprenticeships
- To increase the employment rate
- To increase the number of businesses engaged with schools, colleges and universities
- To provide opportunities for young people to engage with local businesses and the city's creative and cultural opportunities

Safe and thriving neighbourhoods.

Safe and thriving neighbourhoods.

All residents live in safe, inclusive and welcoming neighbourhoods, where people choose and aspire to live, raise their families and grow old. Public services are aligned with local need to reduce inequalities within the city.



Priorities and Outcomes

1. Working in partnership to ensure that every person in Liverpool lives in a home they can afford, which is safe, secure, warm, sustainable and able to meet their needs.

- To improve the quality and choice of homes available through a mix of new build and refurbishment, which maximises local employment and training opportunities
- To prevent and reduce homelessness
- To ensure all homes, and particularly those in our most vulnerable communities, are safe and healthy through prevention, education and enforcement activity

2. Working with communities to stimulate a sense of belonging, cohesion, and neighbourhood pride.

- To build thriving, attractive, and active communities where there are improved economic and social outcomes for the area and local people
- To enhance cohesion and understanding through collaborating with communities
- To work in partnership with communities to prevent anti-social behaviour, deliberate fire setting and build resilience

3. Developing strong, resilient and sustainable communities in which services are accessible to and produced with residents and community organisations.

- To increase community co-production in the design and delivery of local services

4. Creating and maintaining safe and accessible public places, local facilities and green infrastructure, in partnership with our communities.

- To improve quality of place through improving access to the natural environment and creating high quality green infrastructure that is accessible and safe for all
- To ensure consistently high quality design that enhances the built and natural environment, improves accessibility for all and maintains a distinctive sense of place
- To reduce health inequalities and improve health and wellbeing through maximising physical activity and the use of local public assets, including parks

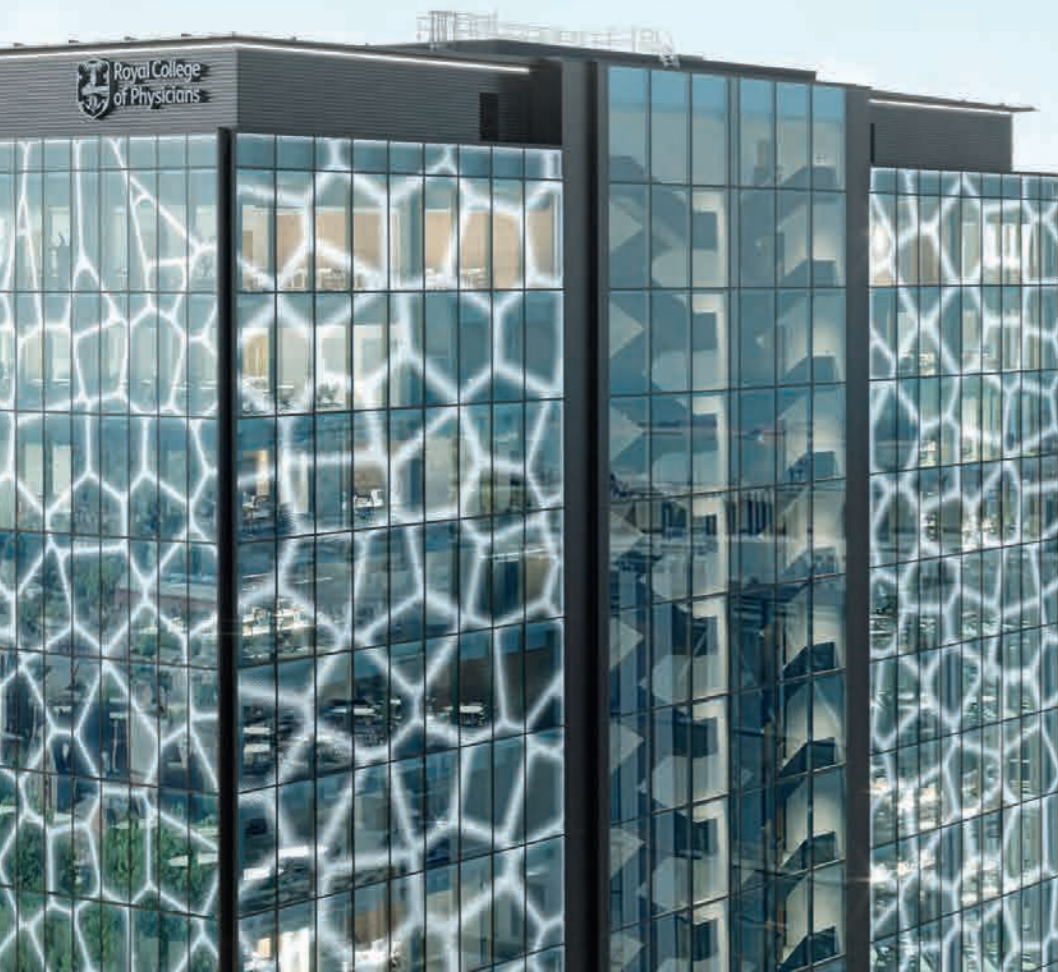
5. Ensuring that every individual affected by crime, abuse, exploitation or situation has access to appropriate support and is able to overcome the impact of adverse experiences.

- To reduce incidents of domestic abuse and its impact on individuals and families
- To reduce re-offending rates and continuously improve effective partnership working practices to manage offenders

6. Supporting those who need it, and ensuring that residents have access to the support they need to take greater control of their own lives to prevent and alleviate poverty.

- To work collaboratively to reduce the impacts of poverty and related stresses, reduce the number of people falling into hardship and the public cost of crisis intervention

A strong and inclusive economy.



A strong and inclusive economy.

A productive, innovative, sustainable and fair economy, where businesses thrive through nurturing talent from all communities and provide good jobs with fair pay, conditions and progression.



Priorities and Outcomes:

1. Growing economic success in all of our communities through an intensive package of employment, skills, training, and job readiness support, with a focus upon people, groups and localities that are underrepresented in the labour market.

- To increase the employment rate among all residents and reduce the gap between underrepresented groups, localities and the city average
- To reduce the wage gap between those who live and those who work in the city
- To ensure businesses can access the skills they need for future success

2. Driving innovation and boosting productivity to make all business sectors resilient and sustainable, with a particular emphasis upon growth opportunities in health/life sciences, and clean growth sectors.

- To maximise the social and economic impact from development within the city's Knowledge Quarter
- To increase the number of jobs and businesses in higher value-added sectors
- To increase the export of services and goods

3. Making Liverpool a leading business and investment location, and developing commercial partnerships with ethical investors and businesses that share our commitment to inclusive growth.

- To increase investment and business growth in Liverpool at a faster rate than in comparator locations
- To increase the rate and quality of development by sharing risk and reward between public and private partners

4. Attracting and growing businesses, including community and social enterprises, providing and enabling business support, and working with employers to promote fair employment and sustainable, purpose-driven business practices.

- To increase the overall number of businesses in the city
- To advance and promote the fair employment and good business agenda
- To highlight and celebrate good business practice

5. Increase the number of quality jobs within the city and the wider travel to work area.

- To increase the employment rate and supply of jobs in the city region
- To increase the proportion of residents and workers earning the real Living Wage

**A low
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A city with smart, clean, accessible and integrated infrastructure, where organisations, businesses and residents are all playing their part in responding to the climate emergency and speeding the city's transition to zero carbon.



Priorities and Outcomes:

1. Climate action: we will accelerate the transition to net zero carbon within our own organisations and across the city through developing a shared carbon reduction route map with residents and employers, expanding the green jobs and skills offer; and maximising clean, sustainable energy sources.

- To reduce CO2 emissions citywide and within our organisations
- To increase the number of businesses undertaking formal carbon disclosure reporting (CDP or equivalent)
- To develop and embed plans for a Sustainable Recovery in all major projects

2. Promoting the UN Sustainable Development Goals: we will continue to engage and raise public awareness of the SDGs, accelerate collective actions and behaviour change, and commit to regularly reviewing and reporting progress.

- To increase the number of city organisations covered by UN SDG commitments

3. Collective action to improve local air quality: we will deliver a comprehensive set of actions via the Liverpool Clean Air Plan to ensure that levels of Nitrogen Dioxide and Particulate Matter are better than the statutory legal limits.

- To reduce annual NO2 emissions and eliminate non-compliant road links
- To reduce levels of air-borne Particulate Matter (PM)
- To protect the most vulnerable people from the impacts of poor Air Quality

4. Promoting accessibility, active travel and sustainable transport: we will ensure that all improvements to infrastructure and transport systems are increasingly sustainable, safe, inclusive, and remove barriers to accessibility for all.

- To increase levels of cycling and walking, public transport usage, and reduce the use of private vehicles
- To ensure active travel options are made the highest priority in all major projects
- To prioritise active travel options through reallocation of road space, for cyclists this will entail fully segregated mandatory lanes wherever possible, which are enforced

5. Valuing the natural environment and supporting biodiversity: we will develop a Sustainable City Plan to recognise the critical value of high quality green infrastructure and its fundamental contribution to population health in the city and will protect and enhance our parks and green spaces, and green routes and corridors.

- To increase the number of designated green routes
- To increase the number of areas of nature conservation interest
- To increase tree and woodland cover in the right locations
- To safeguard and prioritise funding for the city's environment

The most exciting city in the UK.



The most exciting city in the UK.

Culture, sport and creativity is Liverpool's USP and makes the city attractive for residents, workers, visitors and investors.



Priorities and Outcomes:

1. Rebooting the visitor economy through delivering major events and initiatives, and supporting the creative, cultural and visitor sectors to drive the city's economic recovery.

- To attract visitors to the city centre through creative initiatives which reimagine the use and animation of space
- To deliver a new cultural strategy for the city, with initiatives to support sector recovery and sustainability, and to increase diversity and ambition
- To deliver The Good Business Festival and high-profile cultural and sporting events
- To grow key sectors within the city's creative industries and visitor economy

2. Expanding the use of high quality cultural, creative and physical activity initiatives which engage, empower and unite communities.

- To embed the Creative Communities approach between partners and communities, utilising culture, creativity and physical activity to aid the delivery of all City Plan aims

- To increase community participation, confidence and integration
- To increase opportunities for all residents to engage in creative, cultural and physical activities and experiences, including through improved digital engagement

3. Positioning Liverpool as a distinctive, outward-facing, globally attractive city with a strong and diverse cultural identity

- To celebrate and strengthen the sustainability of the city's ambitious, dynamic and diverse culture and heritage organisations
- To deliver a compelling destination strategy and support the visitor economy
- To attract and retain talent, and more closely align the creative civic engagement of Liverpool's universities with the ambitions of the City Plan
- To develop the city's appeal as a centre of sporting and music excellence

4. Protecting and enhancing Liverpool's distinctive public realm, built and natural environment, and its cultural heritage

- To apply consistently high quality urban design and public realm principles to ensure new developments are accessible to all and contribute to creating sustainable, healthy and active communities
- To develop and implement a strategy for reimagining the city centre
- To promote public art and maintain a distinctive sense of place

5. Developing a mixed night-time and visitor economy which is representative of, and accessible to, all of our residents

- To broaden the offer and increase accessibility and feelings of safety so that everyone in the city can benefit from Liverpool's visitor, cultural and event offer
- To showcase and market the city's contemporary, vibrant and diverse music offer

New ways of working.

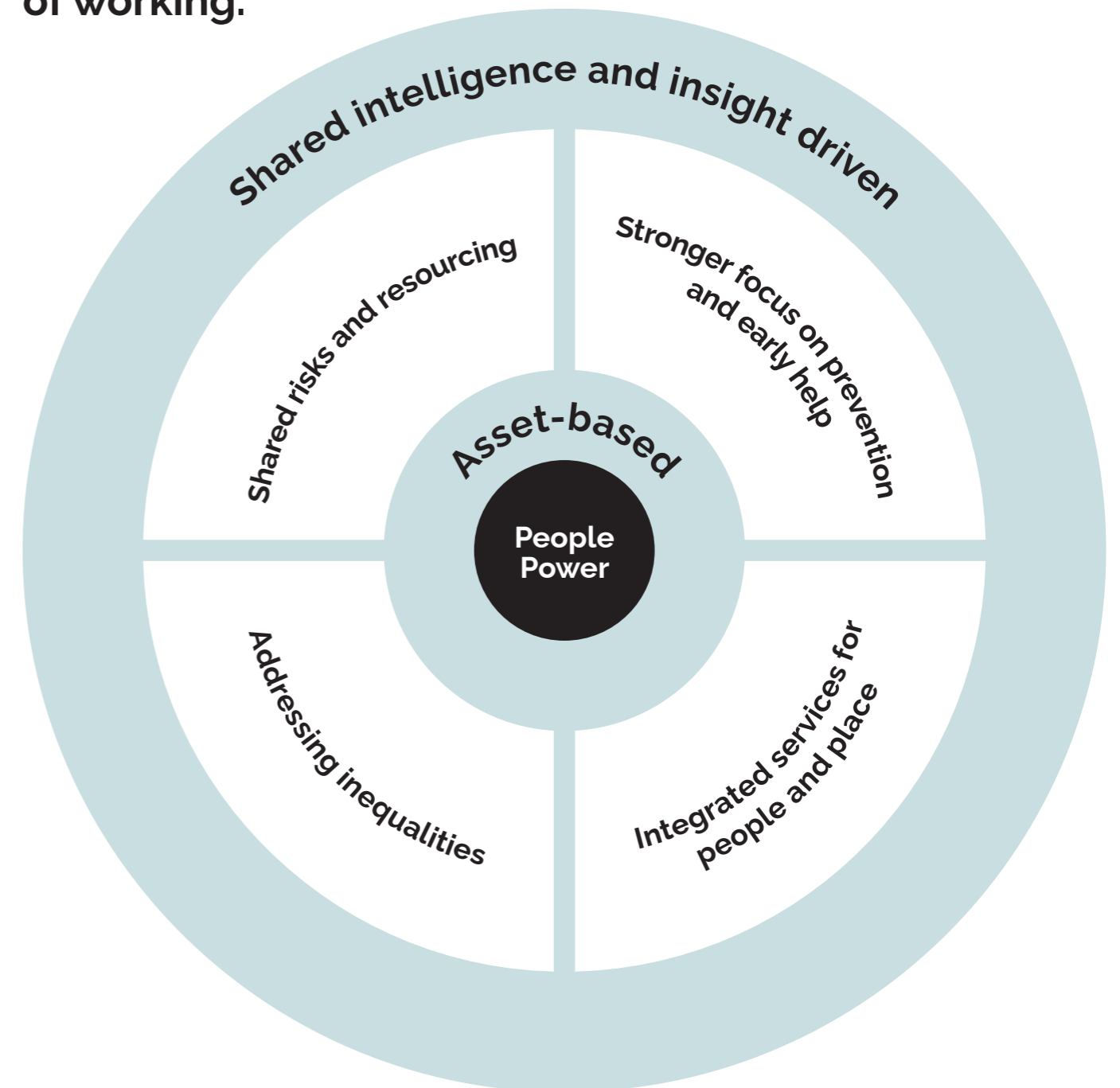
A new partnership operating model to deliver system level change

The six aims of this plan identify the thematic jigsaw pieces that are necessary to progress our overall vision for a thriving, sustainable, fair city for everyone. They comprise: good health; education and skills; safe and thriving neighbourhoods; an inclusive economy; sustainable and accessible infrastructure, and a cultural and creative environment which defines the distinctiveness and appeal of our city.

Strong, effective partnership and radically new ways of working are essential to deliver the plan's aims and priorities.

The Team Liverpool signatories to this plan have identified a set of principles and enablers to inform this transformation agenda and these are explained next.

Our Partnership Principles: a different way of working.



The principles to shape new ways of working.

Partnership for place

Team Liverpool partners have committed to leading by example in their own organisations, and to work together to deliver the City Plan and invite all of the city's stakeholders to do what they can under the broader Team Liverpool umbrella. We will work closely with the Combined Authority and city region partners, as appropriate. And we will seek to work in partnership with central government to advance the City Plan and our mutual priorities for Liverpool.

People power

This is the most important part of how we will reconfigure our approach and decision making. We aim to redefine the relationship between public services and their citizens, communities and businesses. We are committed to resourcing and collaborating with our communities so they have the authority, autonomy and capacity to co-design future changes and take more control over defining and shaping the things that matter to them.

This also means adopting an asset based approach across all public services that recognises and builds on the strengths of individuals, families and communities, rather than focusing on what the problems are. Very often individuals and communities have the answers to the challenges they face but they need public bodies to support and enable them to achieve change rather than do what we think is "best".

Liverpool's voluntary, community, faith and social business sectors provide a fundamental part of our public service infrastructure and sit at the heart of our efforts to effectively harness our people power. Liverpool has a long and rich tradition of voluntary action and we will mobilise the voluntary, community and faith sector to help design and deliver real change where it is needed most.

Tackling inequalities by prioritising resources according to needs

To deliver our vision of a fairer city with better outcomes for everyone, it is imperative that we prioritise our resources and activity to deliver a

reduction in inequalities. Adopting the principle of proportionate universalism means that we will increasingly resource and deliver universal services at a scale and intensity proportionate to the degree of need. This will require a concerted effort to ensure our services are effective at reaching the people most in need, in particular preventative and early help services. The scale and likely long-term impact of Covid-19 on inequalities requires a more fundamental approach to looking at the city's future, reassessing our plans and strategies to make sure that our recovery tackles deep rooted inequalities in everything that we do.

A stronger focus on prevention and early help

Our services are meeting unprecedented levels of demand. Across our health services, children's social care, schools, support for older people, and our blue light services, we are responding to demand which would have been avoided if we had invested earlier and differently. We have to work together as a partnership to refocus our decisions and make the right interventions in a proactive way, where they can achieve the best outcome for the system as a whole. We will pivot our investment and resources to deliver more prevention and early help.

Integrated services for both people and place

Our focus is on bringing services together into a holistic offer at the level of the person or family, neighbourhood and city. It is only by designing our services at these appropriate levels that we can ensure they effectively and efficiently deliver for the needs of the person or the place. It is about bringing our services together for families and individuals, being able to lever in the right services at the neighbourhood level and having the right arrangements in place at the city level to act as one public service partnership. This also means that organisations in the city will encourage their staff to collaborate in the interests of people and communities, and we will develop and empower our workforce so that they possess the skills and freedom to work effectively with people from other organisations.

Shared intelligence and evidence based decision making

Underpinning our partnership model is the need to develop a shared intelligence base to ensure that our decision making is informed by high quality evidence. Partners have committed to safely sharing their data between agencies to support effective delivery and to identify those most in need. Our partnership actions must be based on insight and shared data to enable services to be most effectively targeted at the right time and in the right way. We will use the capacity of all of our partners to do this.

The Civic Data Co-operative, run by Liverpool Health Partners provides an example of this approach in action. The initiative will provide better insights into care needs and enhance data security across the many NHS and local government organisations that provide health and care services. These insights will foster innovations that improve care, such as technologies to help people with complex health conditions live better at home, or to help clinicians react quicker to prevent diseases getting worse. By working together as Civic Data Co-operative, care services will be able to both plan and deliver care that is better integrated across different services – for example, social care worker, district nurse and GP visits responding to a resident’s needs at the right time.

Shared risks and resourcing

Our partnership is committed to fostering collaborative decision making and to rise to the complex challenges we face as organisations. We will increasingly move away from the traditional approach of decision making where risks and rewards are managed by individual organisations. We will develop new investment and resourcing models to enable this collaboration, share the risks and enable the rewards and benefits to be reinvested in our system as a whole. We will incentivise investment in prevention and early help and we will promote innovation in the design and delivery of services.

Using our assets and resources

Taking these principles and aligning our assets and resources behind this approach will connect and help scale up our efforts to deliver real system change – leading to better outcomes for individuals, families, neighbourhoods and the city itself.

We will look for collaborative opportunities as a system to:

- *Develop a city-wide approach to community empowerment, collaboration and resourcing which builds upon the asset-based development principles. We will take this forward via our People Power Group;*
- *Develop a Team Liverpool ethos and approach in our collective workforce, seeking opportunities to promote understanding, innovation, shared delivery and collaboration across organisational boundaries;*
- *Align our financial resources to achieve shared outcomes (for example, through Joint Commissioning);*
- *Harness the value of the Liverpool £ and our shared commitment as anchor organisations to invest in our people and place. We will develop a coordinated approach to making our organisations and sectors more purpose driven, to maximise opportunities for community wealth building, and to achieve greater social value from our spending and procurement. We will identify and celebrate good practice initiatives across our organisations and sectors, and seek to scale up these interventions;*
- *Develop a collaborative data intelligence and research infrastructure to support the effective delivery, monitoring and evaluation of our City Plan actions;*
- *Utilise digital technology to harness opportunities to improve services, create efficiencies and improve outcomes, and*
- *Manage our land and buildings as one public estate for Liverpool, seeking to maximise opportunities for shared delivery and ensuring our shared assets are used more effectively and flexibly to accommodate the changing needs of services as they are redesigned.*

Maximising the social impact of our anchor organisations.

Team Liverpool brings together most of the city’s major public and anchor organisations with the umbrella bodies that represent the city’s private and third sectors. These organisations directly employ a large proportion of the city’s workforce and have significant collective spending power.

All partners already deliver a considerable amount of social value and sustainability or corporate responsibility initiatives through their individual organisational activity.

Yet there remains huge further potential to advance the City Plan’s vision through developing a systematic and collective approach to maximising the positive local impacts of partners’ spending power, assets, resources, and ways of working. Activities could include identifying and adopting good practice across partner organisations, scaling up existing initiatives, and developing new interventions.

Partners across Liverpool’s public private and community, voluntary and faith sectors are uniquely engaged with the charity, A Blueprint for Better Business, to embed and apply the principles of purpose-driven transformation across their own organisations and on a place based basis. This provides a very solid foundation for our anchor organisations to build upon and develop their collective impact.

Over the next year, partners will develop a Delivery Plan to prioritise a set of actions to maximise their collective social impact.

Leading Liverpool.

Liverpool's City Plan has been written as a call to action for the city and to provide the basis for a single conversation with government about the needs of our place.

We publish the plan at a time when families, communities and businesses continue to face huge loss and hardship due to the Covid-19. In response to the crisis, the leadership and collaboration demonstrated by anchor organisations, charities, the private sector and communities has helped to take care of those who are vulnerable and protect many businesses. This strong cross-sector leadership must now be embedded if we are to bring about the transformative change the city needs. A more coordinated form of city leadership will ensure our commitment, enthusiasm and energy can sustain and drive real change in the communities we serve.

Team Liverpool will embody this new model of city leadership which embraces cross-sector collaboration, shares a common vision, direction, and desire to do things very differently. We think that this could fundamentally change the trajectory of the city to better meet the needs of current and future Liverpoolians.

Team Liverpool is not a formal body but it provides a mechanism to bring together the senior executives of the city's largest public and anchor institutions, and its private and third sector networks. These leaders have guided the development of this plan and will remain responsible for monitoring and overseeing the delivery of its vision, aims and outcomes.

All partners will work in their own organisations and within their sectors, partnerships and networks to ensure action is taken and advocate for the adoption and incorporation of the vision, aims and system change set out in the City Plan.

City leaders are in a position to change the existing system in ways which address Liverpool's long standing challenges and capitalise effectively on the city's unique opportunities. This commitment to collaboration introduces added complexity - we must work out how to better align resources, competencies, strategic priorities and leadership across partners from different sectors. This is a huge challenge and is why we have set out shared principles to deliver system change in this plan.

The driving force behind this plan is our place. We would welcome government's support for the plan so that it may form the basis of a single conversation between our city and national decision makers. We will ensure that the City Plan provides the basis for more joined-up, placed-based conversations with the government, whether they are collective or bi-lateral.

This is our first City Plan and, working closely with stakeholders, we must put into place the architecture so that our commitments and shared principles can be turned into delivery plans. We will review how existing partnerships and structures can support the delivery of the plan, and we will consider what new forms of governance may be necessary to enable improved collaboration and help us to realise our vision for the city.

Governance & Implementation

Successful delivery and implementation of the plan will come through the established and emerging partnership structures. Team Liverpool will continue to act as the executive body to drive forward the delivery of the plan, monitor progress and set priorities, working alongside our statutory and other strategic partnerships. They will continue, alongside the Mayor of Liverpool, to engage with stakeholders in the city to develop the broader Team Liverpool partnership.

Team Liverpool will take the lead on:

- *Reviewing our existing partnership structures to ensure delivery against the priorities set out in each of the 6 aims through established or new partnership arrangements;*
- *Identifying clear leadership for individual elements of the plan, including the development of the first year delivery plans;*
- *Ensuring their own organisational plans reflect and respond to the shared priorities and outcomes set out in the City Plan, and*
- *Reviewing how we collectively make our investment decisions and actively develop plans for joint commissioning of services and innovative investment models.*

Engaging with Government

Government are important partners in the implementation of our City Plan and we intend to use this plan and the shared outcomes which sit alongside it to hold a single conversation on the placed based priorities for Liverpool. The partnership work to build on and further develop our evidence base on how our approach can deliver reformed and sustainable public services and better outcomes for residents. To do that we will use all opportunities to explore the potential for greater freedoms, autonomy and alignment of place based budgets with Government.

Reporting and Monitoring Progress

Accountability for the delivery of the plan will be done through an Annual State of the City Report, presented to the Mayor of Liverpool and wider stakeholders which will measure progress and outline priorities for the following year.

Partners are developing a shared data and intelligence website containing a section which will monitor the metrics underpinning the City Plan, and other strategic plans such as One Liverpool, over its life course. This will which act as the single point of information and intelligence for the City Plan. An online interactive visualisation and mapping tool will allow partners, politicians and our residents to view and interrogate data for the City Plan outcome measures, as well as the key indicators that impact on these at a variety of geographies.

The website will be used to profile a series of fact sheets and other training tools that will give a short snapshot of a variety of key issues that impact on the lives of our citizens and showcase the actions we are taking to put the principles of the plan into practice.

Next steps - first year delivery plans.

Our first year delivery plans will respond to the immediate impacts of the current crisis but will also seize the opportunity to accelerate transformational change.

The City Plan sets out a strategy to address the long term, systemic challenges facing the city. Covid 19 has exposed and amplified many of these challenges, and responding to the impacts of the crisis must be our immediate focus.

However, this moment also presents a unique opportunity and driver for partners to accelerate change, transform our service delivery and improve outcomes for people. The City Plan outlines a new model for partnership working in Liverpool and we have seen many aspects of this new model rapidly put in place in order to deliver a successful response to the pandemic. There is no appetite to return to old ways of working.

Partners will develop a number of detailed delivery plans and begin to implement actions against the following list of topics over the next 12 months.

1. Accelerating the transformation of our health and care system

Lead: Integrated Care Partnership

One Liverpool is our medium term plan to transform the health and care system of the city, pivoting to a focus upon population health. Our immediate priorities are: Delivery Plan to address the immediate risk of rising health inequalities which have the potential to deepen as a result of Covid-19, addressing the direct and indirect impacts of Covid-19 on mental health, and in particular the economic and social impact of lockdown on our most vulnerable people, communities and workforces, and accelerating plans for health and social care joint-working and a preventative model of care.

2. Education Improvement Plan

Lead: Education Improvement Board

We have established a new Education Improvement Plan which sets out the five main educational priorities. These priorities will bring about the necessary changes to change children's lives for the better. Changing children's lives is a bold aim so needs a bold plan. Covid-19 has given us the opportunity to change and not return to 'normal'. The plan brings together the various organisations to collaborate rather than compete. To drive these improvements, a new Education Improvement Board has been established to hold the system to account. The Mayor has committed to make significant investment into the plan and to the education of our children.

3. Economic Recovery Plan

Lead: Liverpool City Council

We will implement a plan to bring about swift economic recovery in Liverpool, whilst also pursuing a strategy to build back better and deliver a more productive, inclusive and sustainable future economy. The plan will include a programme for the short term to minimise and mitigate the economic impacts of the crisis but will also include the necessary investment programmes to set the city on a stronger long term trajectory.

4. Climate Change Action Plan for Liverpool

Lead: Liverpool City Council

The emergency response to the pandemic has demonstrated the urgency, coordination and scale of intervention that is needed to address the global climate emergency. Lockdown produced a number of notable short term environmental gains: improved air quality; reduced emissions; positive behaviour change and increased levels of cycling and walking, and also showed us the fundamental value of green space for city resilience. We have been given an opportunity to reimagine a more sustainable future city and to ensure that our plans for recovery and rebuilding lead us there. City

partners will develop a climate change action plan to provide a framework for accelerated actions that will advance progress towards our shared vision of a thriving, sustainable and fair city.

5. Violence Prevention, Intervention and Reduction

Lead: City Safe Board

Violence in Public Spaces, particularly within the under 25 age group needs a co-ordinated and sustained response. We are committed to the wider Merseyside Violence Reduction Partnership plan and will deliver a comprehensive response within Liverpool. Our approach will be to tackle the root causes of violence, identify suitable activities and interventions to prevent violence becoming a part of someone's life. In particular, we will work in partnership to enable young people to fulfil their life chances and draw them away from the impact of violent crime. Violence can only be addressed and reduced if we work with communities and families. We will ensure that our work is underpinned by the voice of young people and communities across Liverpool.

6. Housing Safety and High Rise Buildings

Lead: Merseyside Fire and Rescue Authority

Merseyside Fire and Rescue Authority and partners will use all of their available resources and legal powers to ensure that those responsible for fire safety in high rise residential buildings meet their legal responsibility to keep residents safe from fire and address any safety issues concerning the external cladding on their buildings.

To achieve this partners have taken decisive action to focus on those buildings where the risk is highest and will complete an extensive schedule of inspections, visits and campaigns to cover all high rise residential building across Liverpool and Merseyside, supported by partners and additional government funding.

Merseyside Fire and Rescue Authority is committed to driving forward the Government's



Phase 2 Building Risk Review programme to significantly increase the pace of inspection activity across all high rise residential buildings and to deliver completion date of December 2021.

Merseyside Fire and Rescue Authority has excellent partnership arrangements with local authorities and has led the way through the secondment of a Fire Safety Inspector to Liverpool City Council to work with building owners/managers regarding the mitigation of risk of external fire spread involving external wall systems on high rise residential buildings. The Building Cladding Safety Group, chaired by Liverpool City Council, brings together a range of partner agencies and coordinates collaborative activities across Liverpool regarding identification, prioritisation and the reduction of risk within all high rise residential buildings.

7. Domestic Abuse

Lead: City Safe Board

Domestic Abuse has a devastating impact upon individuals and families but also impacts strategically across our city in many different ways. It is crucial that all partners work together to improve the mitigation of these impacts and develop a large scale prevention strategy which will have positive outcomes for families and reduce demand for services in the long term.

8. Maximising the social impact of our anchor organisations

Lead: Liverpool University Hospitals NHS Foundation Trust

The Delivery Plan will focus upon changing the practices and behaviour of Team Liverpool organisations to build community wealth and maximise their contribution to improving the outcomes identified throughout the City Plan.

9. Accelerated Plan for People Power

Lead: People Power Partnership

The City Plan envisions a different relationship with the people of our city where we work together and use our combined strengths and abilities to improve health and wellbeing. Significant progress towards this fundamentally different relationship between organisations, people and communities has been made since the crisis of Covid-19 hit the city. Changes were made within days that would previously have taken years, with people and organisations working in unison to support the vulnerable and isolated in communities. We must build on this momentum by strengthening partnerships and by shifting power from institutions to people and communities.

We will develop a delivery plan which sets out a tangible next phase of actions to embed this approach across all of the actions in this plan.

10. Alignment of budget planning

Lead: Liverpool City Council

We will develop a joint approach to budget planning which ensures that our shared resources are focused on the achievement of our City Plan outcomes. This will require a consensus on our shared appetite for risk and principles for investment. It will involve clear plans for joint commissioning and budget setting between partners in order to achieve our shared outcomes.

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October 2020