



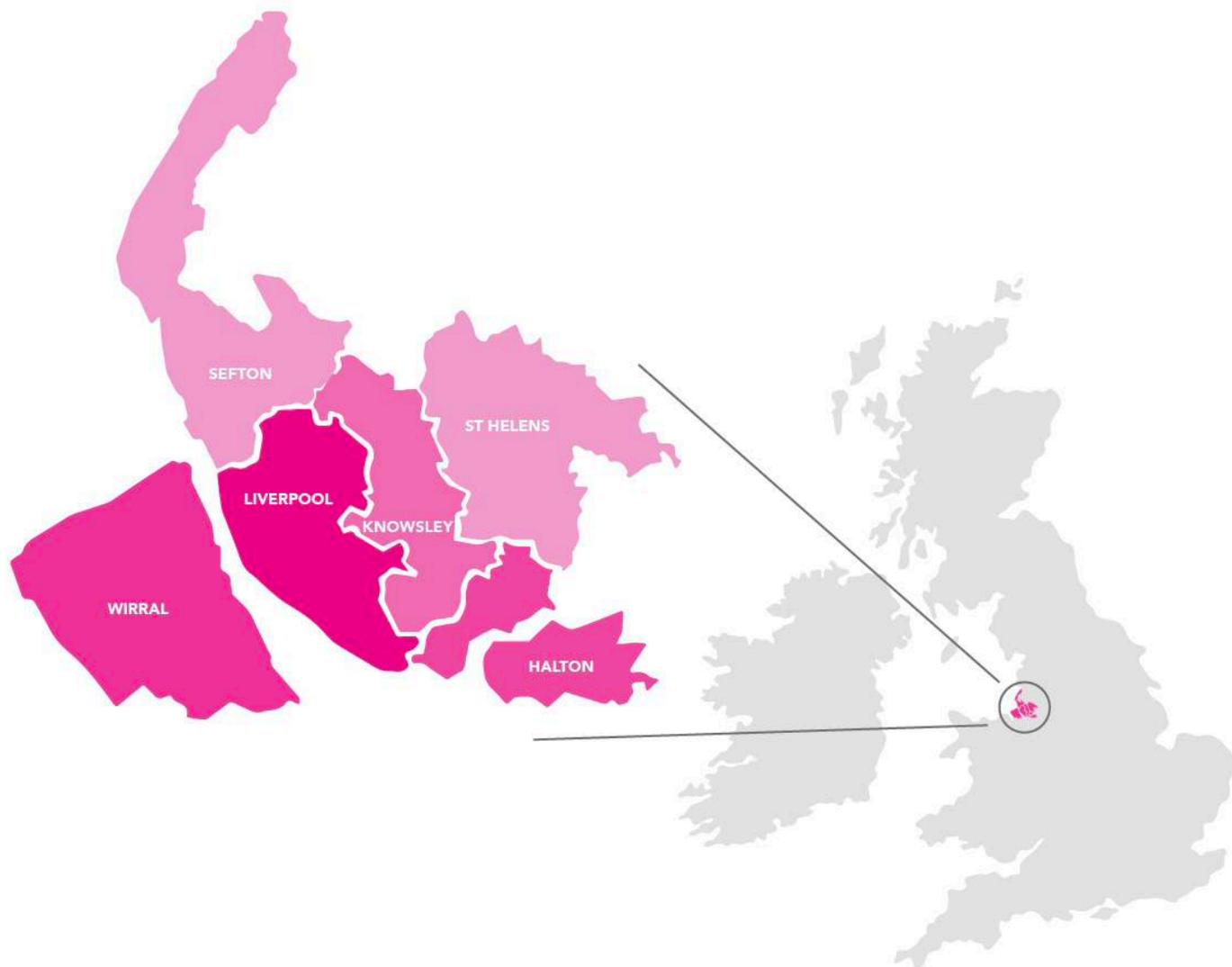
METRO MAYOR
LIVERPOOL CITY REGION



A FAIRER, STRONGER, CLEANER CITY REGION WHERE NO ONE IS LEFT BEHIND

Liverpool City Region Combined Authority
Corporate Plan 2021-2024





- Map of the Liverpool City Region

CONTENTS

- 03 Foreword
- 07 Introduction
 - Who We Are
 - Our City Region
- 14 The Year in Review
- 20 The Context for the Next Three Years
- 22 Priority Areas
 - A Fairer City Region
 - A Stronger City Region
 - A Cleaner City Region
 - A Connected City Region
 - A Vibrant City Region
- 50 Our Partners, People and Ways of Working
 - Our Partners
 - Our People
 - Our Ways of Working
- 58 Enabling Delivery
 - Our Funding
 - Our Delivery Arrangements
 - Our Governance

01

FOREWORD



+ A MESSAGE FROM OUR METRO MAYOR

I am enormously proud to have been re-elected as Metro Mayor for the best place in the world, the Liverpool City Region. After a tumultuous year, we have an enormous task ahead of us, arguably the biggest since post-war reconstruction, in rebuilding and reshaping our economy.

Working alongside the leaders of our local authorities, we have a once-in-a-lifetime opportunity to be the authors of the next chapter in our region's long and storied history. It is an honour that very few people get and we are determined that the Combined Authority will do it justice.

We have made enormous progress since I was first elected, investing more than £400m in every part of our region, creating more than 9,000 jobs, 5,500 apprenticeships and more than 15,000 homes. We have taken power away from Westminster and funding out of Whitehall – and used them to chart our own course, with local people taking decisions in the best interests of our communities.

The Liverpool City Region's 1.6m people have seen the transformative impact of devolution and May's elections were a massive vote of confidence in that. Instead of asking what a Metro Mayor was, people were excited about what we would do next and my vision for that was overwhelmingly endorsed by people in every part of our city region.

If the first term was about laying the foundations of devolution, then this next one must be about rapidly accelerating the pace and scale of delivery. This Corporate Plan provides the focus for our work over the coming years.

Based on five manifesto pledges – COVID recovery; London-style transport; Green Industrial Revolution; Young Person's Guarantee and a digitally connected city region – this plan embodies the best of our past and reflects the scale of our future ambitions.

Throughout its history, our region has so often been a trailblazer. From pioneering public health innovations like the country's first medical officer, to our position as a gateway to the first industrial revolution, where the Liverpool City Region leads, others often follow.

I want this plan to serve as a model that others seek to replicate. A roadmap to building a region that is **fairer, stronger, and cleaner** - with no one left behind.



Steve Rotheram
Metro Mayor

Steve Rotheram



A MESSAGE FROM COMBINED AUTHORITY LEADERS & MAYOR

As leaders of the Liverpool City Region Combined Authority, we know there is a lot to do over the next three years to deliver even more for our residents. We are all very proud of the places we lead, and the extraordinary efforts we have all made responding to such unprecedented times.

People here have seen that devolution can really deliver and improve people's lives, and so we must continue to work at the regional level to do just that. This Corporate Plan sets out what we can achieve by continuing to work together, and the difference it can make to the people who live here. I want us to continue to work with and listen to our communities and empower them to play an important role in its delivery.

The cross-cutting themes are especially important. Recovering from the pandemic, tackling inequality and dealing with the climate emergency are important to all of us. As a team, we will work together to address these issues and deliver the **vision for a fairer, stronger, cleaner city region, where no one is left behind.**



Cllr Janette Williamson,
Leader of Wirral Council
and Deputy Metro Mayor
on behalf of the Leaders
and Mayor of the
Liverpool City Region.

J. Williamson

Cllr Mike Wharton
Leader of Halton
Council

M. Wharton

Cllr Graham Morgan
Leader of Knowsley
Council

Graham Morgan

Joanne Anderson
Mayor of Liverpool

Joanne Anderson

Cllr Ian Maher
Leader of Sefton
Council

Ian Maher

Cllr David Baines
Leader of St Helens
Council

David Baines

+ A MESSAGE FROM OUR CHIEF EXECUTIVE

Combined Authorities have an important role to play in enabling change in places and the Liverpool City Region is truly unique, with so much to build on. Our culture, arts and contribution to music and sport are second to none. The energy and determination of our people, their passion, character and creativity is known internationally. The leading innovations in industry, digital, health and life sciences, and a vibrant social economy all provide strong foundations.

It has been inspiring to hear how, despite the many challenges of the last year, the City Region has come together to respond to the pandemic and has provided much needed support to our businesses and communities.

The strong emphasis on working with communities and businesses to deliver inclusive growth was one of the many things that attracted me to this role. I know we can build on the successes and lessons of the past to secure a strong and resilient future for our region.

Among all of the uncertainty that will surround the next few years, one thing I am certain of is that we will not achieve success alone. Now, more than ever, we must build on our strong partnerships and work as one city region to realise the full potential of this brilliant place.

This document sets out what we plan to do over the next three years, against the five priority areas which enable our long term aims. My personal commitment is to lead collaboratively alongside our local authority partners to deliver on the ambitions of the Metro Mayor, Leaders and Mayor to secure real and meaningful change. I hope you will all join me.

We each have our part to play in achieving success and, by working together, I am confident that we can achieve our vision to be a fairer, stronger, cleaner city region where no one is left behind.



Katherine Fairclough
Chief Executive of the
Liverpool City Region
Combined Authority

Katherine Fairclough

02

INTRODUCTION





INTRODUCTION

This plan is set in the context of new beginnings. The re-election of Steve Rotheram as the City Region's Metro Mayor commences a new Mayoral term with a clear mandate, and an ambitious manifesto to deliver on. We also welcome a new Chief Executive who will build on the achievements of the last four years to deliver the step change we now need to deliver in an increasingly challenging external environment. Together, we are all adapting - in some way - to the changes brought about by a global pandemic. As an organisation, we must embrace the challenge and opportunity that change will bring as we continue to deliver for the 1.6m people who we serve.



- Children cycling



- Sefton Park, Liverpool

WHY ARE WE HERE?

The purpose of the Combined Authority is to **make a difference through devolution to improve the lives of the 1.6m people we serve**

WHAT ARE WE AIMING FOR?

A fairer, stronger, cleaner city region where no one is left behind

HOW WILL WE DO THIS?

We do this by **working in partnership** to use the powers and funding devolved to us to develop, fund and deliver programmes, projects and a transport system **in the best interest of our residents.**

WHO WE ARE

The Combined Authority was established in 2014. In 2015 we agreed a Devolution Deal with national Government and, in 2017, the first Metro Mayor was elected. We are a politically led organisation, led by the Liverpool City Region Metro Mayor, the local authority Leaders of Halton, Knowsley, Sefton, St Helens and Wirral councils and the elected Mayor of Liverpool City Council.

The Combined Authority was formed on the basis of strong partnership working across our city region and its six local authorities, and our political leadership continues to guide this approach. Through working collaboratively, we can continue to deliver on the responsibilities devolved to us from national government and effectively invest devolved funds to make a real difference for the people who live here.



- Metro Mayor Steve Rotheram and school children at Gray Street/Peel Road wildflower site

The purpose of the Combined Authority is to work in partnership to make a difference through devolution to improve the lives of the 1.6m people we serve.



OUR CITY REGION

The Liverpool City Region is made up of six local authorities and is home to 1.6 million residents. We are a diverse and welcoming region, proud of our cultural vibrancy, internationally recognised brand and the significant economic progress of the previous decade.

The City Region has emerged as an internationally popular visitor destination and developed unique strengths in ground-breaking areas of material science, infectious disease control, and high-performance computing. Long-standing roots in social innovation have flourished into a thriving social economy with a persistent focus on improving society. The City Region is positioning itself at the forefront of clean growth with ambitious plans for a net-zero carbon economy. We must nurture these strengths as they will be so important to moving us towards our vision for the City Region.



- The Royal Liver Building, Liverpool

Our Vision is for a fairer, stronger, cleaner city region where no one is left behind.

We recognise that we cannot achieve this vision alone, but by working collaboratively, by listening to the businesses and communities we serve, and by convening the strength of our partners to deliver on our shared ambitions. This will be fundamental to our success as a Combined Authority.



- Children playing ball

Building on the successes of the previous decade, in ten years we want to be a city region that is:



FAIRER

We will be recognised as a leader in social innovation and one of the most inclusive economies in the world. We will have taken proactive steps to tackle inequality, remove barriers, and provide more opportunities for all of our residents.



STRONGER

We will be recognised on the international stage as a hub of good business and innovation. We will have attracted investment to continue to develop our unique specialisms and be known for our expertise in science and innovation. There will be significantly more businesses providing good quality jobs for our residents.



CLEANER

We will be a net-zero carbon city region, recognised as a pioneer in sustainable approaches to living, travel and doing business. With a relentless focus on addressing the climate emergency we will place ourselves at the forefront of the Green Industrial Revolution. We will become a UK leader in clean energy production, generating power from tidal, offshore wind, and hydrogen.



CONNECTED

We will connect all our communities to opportunity, physically and digitally. Our public transport system will be reformed, fully integrated, and provide a genuine alternative to the car. We will be the most digitally connected city region in the UK.



VIBRANT

We will be a great place to live, visit and work. We will continue to invest in our international image and developing a world-leading cultural offer. Our city and town centres will be creatively reimaged, alongside the communities who use them, providing opportunities for businesses and supporting the wellbeing of all communities



- The Dream, St Helens

PRINCIPLES FOR A BETTER FUTURE

The pandemic is having a significant impact on our residents, businesses and partners. Despite the challenges it brings, it also provides a chance for real, progressive change. Our economic recovery plan committed us to six principles for recovery and renewal, co-developed with our constituent local authorities. These principles are:

- 1 **A truly inclusive economy** – measured not by GDP but by people’s health, happiness and wellbeing.
- 2 **Social Value** – going further to promote social value and embedding a city region wide approach to Community Wealth Building.
- 3 **Environmental sustainability** – a relentless focus on how everything we do contributes to carbon neutrality by 2040.
- 4 **Health, wellbeing and equality** – embed the improvements of health, wellbeing and equality in all our policies.
- 5 **Meaningful engagement with communities** - we will embed co-design and active engagement in our ways of working and include engagement and participatory approaches to all policy making.
- 6 **A city region that can project itself internationally** - We will use our unique strength of brand and ability to shape places to create a compelling narrative for investment which will support a post-COVID19, post-Brexit UK on the international stage.

DELIVERING THE PLAN

The Combined Authority is committed to creating a better future for the 1.6m people who live here. This Corporate Plan sets how we will deliver on this commitment over the next three years, across five priority areas.

We will use this plan to align directorate, service area plans and operational activity with the strategic objectives in our priority areas. It will support decision making and determine how we use the resource we have to deliver the best outcomes, in the most effective and efficient way. We will monitor and closely manage our performance against this plan, use it to drive delivery of our objectives and ensure we take action, where required, to mitigate against any underperformance.



- DIT Mural, Halton

03

THE YEAR IN REVIEW



- Southport Pier, Sefton



THE YEAR IN REVIEW

2020 was a year none of us could have imagined, but we can all be proud of our response and achievements.

During the last year, we focused on responding to the pandemic, facilitating and providing support to organisations across the City Region in close partnership with our local authorities and Growth Platform.

When lockdown was announced, the Metro Mayor responded immediately, launching the LCR Cares charitable fund, in partnership with Community Foundation Merseyside. The fund raised £2m and benefitted almost 400,000 people when they most needed support.

The Metro Mayor established the Economic Recovery Panel, bringing together stakeholders from across the region. We worked together to plan our response and with the support of this panel, we submitted a city region wide recovery plan to government outlining £8.8bn worth of ambitious projects that can be delivered to create 122,000 jobs.



- Farm Urban

We quickly repurposed funds to support businesses through the acute phase of the crisis:

- Working with Growth Platform, we developed the **£3m Future Innovation Fund**, to provide grants to businesses able to continue to innovate, as a result of, or despite the pandemic. The fund provided grants to 36 organisations to complete innovation projects, from a Robotic Scientist that featured on the cover of Nature magazine, to an Urban Farm.
- We provided three new business support programmes, Gather, Mettle and Sustain which supported 480 businesses to stabilise and plan for future growth. **More than 400 jobs** have already been safeguarded or created by these programmes.
- The LCR Music Board repurposed £150,000 to **create The LCR Music Support Fund** in response to the struggles facing many music businesses. This supported 52 organisations across this important sector for the City Region.
- Working with Kindred we unlocked £65,000 to **support socially trading organisations through the pandemic**. 110 organisations received support and more than 60% of the organisations Kindred supported have developed new services or products, two thirds have formed a new collaboration or supply chain partner.

Working hand-in-hand with our constituent local authorities, we established an emergency aid package specifically targeted towards the hospitality and leisure sector. Thousands of businesses have received grants thanks to additional support provided by the Women's Organisation and local Chambers of Commerce.

Programme delivery teams made significant adjustments to continue to support residents. The Skills and Apprenticeship Hub had to transition to virtual training and develop digital resources to be able to continue to support employers and learners. During the year, through the skills for growth project 3,000 employees across 270 businesses were supported to improve their skills, while a further 625 employees across 90 businesses were supported to access higher level digital training as part of the Digital Bootcamp pilot.

The Housing First team had to adapt their approach to ensure they were able to prioritise the most vulnerable service users keeping them, and support workers, safe at all times. They continued to support the health and wellbeing of service users, in what felt like an unsafe world.

Households into Work were able to maintain support for over 700 people during the last year. Many of these had faced some of the most adverse consequences of the pandemic and national lockdown. Despite the challenges, a further 470 people started on the programme and are now receiving tailored support to help move them closer to employment.

The Adult Education Budget team continued to fund provision for learners in the Liverpool City Region during a difficult period. They introduced new measures to support providers, including financial relief arrangements and grants to support additional costs of COVID-19 testing and learner welfare.

The transport delivery teams, who work across Mersey Tunnels and Ferries, bus stations in our Contact Centre and concessionary travel service have been available throughout the pandemic, responding to the varying demand during the different stages of lockdown and focusing on maintaining services for key workers. As restrictions eased, they have welcomed passengers back, prioritising and ensuring their safety.



- Apprentice and teacher working

We allocated the first £9m of our £45m Brownfield Land Fund which means that seven brownfield sites in Halton, Liverpool, St Helens, Sefton and Wirral can now be used to deliver 886 new quality homes, including a mix of affordable housing.

We are supporting the transformation of towns and high streets across the City Region, including in, Birkenhead, Huyton, Runcorn and St Helens. Significant funding is supporting the ongoing redevelopment of Kirkby Town Centre and the development of the Shakespeare North Theatre in Prescot. In Sefton we supported Bootle's masterplan and are investing alongside the council in transformational plans for Southport. Through the Mayoral Towns Fund we have worked on a range of initiatives such as health hubs, cultural initiatives, and pop up shops to create a real vibrant sense of place across the City Region while supporting wellbeing.



- New train at the platform

We are delivering major transport improvements, including Liverpool Central Station, rail improvements linked to the Shakespeare North Theatre development, and the Seacombe landing stage. We approved an additional £120m of projects to improve transport infrastructure across the City Region, fully committing all of our £172.5m Transforming Cities Fund which will modernise and improve the way we travel in and around the City Region. We are progressing with our plans for bus reform, while putting considerable effort into decarbonising the whole transport system.

We continued to support sector development, approving funding for the Port Accelerator, and Liverpool City Region Film Fund. This is already making an impact. From a three-part prison drama; Time to a family adventure series The Snow Spider filmed in the Wirral, we are seeing more of the City Region, and its talent on our screens.

Importantly, we continued our commitment to support good business:

- Working closely with Culture Liverpool and partners we delivered the first Act of The Good Business Festival to 3,000 digital participants, then the 'Changing Business for Good' event for 300 in-person participants, as part of the Government's Events Research Programme pilot scheme. This was the first major business event to be staged in the UK since the pandemic began, and a historic moment for the city and the City Region;
- With Kindred and Power to Change, we launched a £6.5m investment vehicle for socially trading organisations (STOs). Co-designed by more than 150 STOs, this innovative model will support the growth of our social economy which plays such an important role in creating a fairer, more inclusive city region;
- We funded the Peopl network to deliver a city region wide pilot to support the viability of local, independent retailers in the hospitality sector by providing affordable alternatives to big-tech solutions and partnering with Peloton to provide low-carbon logistics; and
- We launched our Fair Employment Charter which sets out good quality employment practices such as fair, healthy, inclusive and just, including support for learning and development, health and safety, recognition of trades unions and contractual terms.

We are planning for the future and developed an Air Quality Action Plan, Climate Action Plan, a Digital Strategy and Cultural Compact Action Plan. These plans will now move into implementation and delivery.

Everyone has played their part during an exceptional year of considerable activity.

Corporate Services teams have ensured that we have been able to make quicker decisions to respond to the crisis, while retaining the highest standards of good governance and consistently acting in the public interest. They have provided increased level of grant payments to businesses and project sponsors compliantly and managed our risk in extraordinary circumstances.

The IT department has ensured that hundreds of staff have the ability to work at home, safely, while continuing to improve our digital capabilities. Our People and Organisation Development function has provided invaluable support to our staff, welcomed new recruits into the organisation, and supported ongoing development. We have continued to tell our story to residents and partners, and have improved our communications with each other, including the launch of our online communications hub, Connect: Live, which is a lively mix of corporate news and major projects as well as personal stories and achievements. It has amassed over 36,000 site visits in just six months since it was launched.

This level of collaboration and responsiveness stands us in good stead to deliver our collective ambitions for the next three years and beyond.

THANK YOU



- Cyclists outside Princes Park, Liverpool

04

THE CONTEXT FOR THE NEXT THREE YEARS





THE CONTEXT FOR THE NEXT THREE YEARS

This Corporate Plan covers a three-year period from 2021 to 2024. We are optimistic that this will be a period of recovery and growth while also recognising the uncertainty we face. We still do not know what shape the recovery will take, how people will choose to travel, work, access services and socialise following the easing of restrictions. Businesses are still adapting to the changes imposed by the pandemic, and for some, Brexit has added further challenges.

COVID-19 is having a huge impact for many of our residents, some have lost their livelihoods, others have lost loved ones, and the longer-term physical and mental health impacts are still unknown. The roadmap for the easing of restrictions, the extensive vaccine rollout and green shoots of recovery provide optimism that the worst of the pandemic could soon be behind us, but we are under no illusion as to the scale of the challenge ahead.

National funding is becoming increasingly competitive and fragmented and there remains a need to ensure a genuinely fair distribution of government funding to local areas. Local authorities across the Liverpool City Region continue to respond to the challenges of COVID-19 and the recovery effort while facing significant funding gaps.

Despite these challenges, our leaders are united in their optimism for our region. Our people and places have significant potential, and collectively we have ambitious plans to transform the City Region. We understand the next three years will not be easy, but they will be extremely important as we emerge even more determined for our region's success and the difference we can make for our residents.

05

PRIORITY AREAS





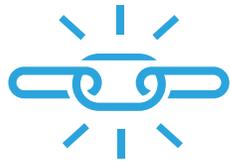
PRIORITY AREAS

The five priority areas that will move us towards our long-term vision and ambition have strong interdependencies between them. It is only through working collaboratively that we will be able to deliver the actions in this plan and improve outcomes across each of these areas. Under each area we identify the new activity the Combined Authority will lead on over the next three years, and the ongoing activity we will continue to deliver.

The five areas are:



**A FAIRER
CITY REGION**



**A STRONGER
CITY REGION**



**A CLEANER
CITY REGION**



**A CONNECTED
CITY REGION**



**A VIBRANT
CITY REGION**



Alongside these areas, the three most pressing challenges we face are recovering from the pandemic, tackling the stark inequalities that the pandemic has not only exposed, but in many cases widened, and addressing the climate emergency. These issues are also at the heart of the plans of each of our constituent local authorities, and it will take all of our co-ordinated efforts to address them. They run through our Corporate Plan as three cross-cutting themes; recovery, equality and sustainability.

Across all five priorities, we will continue to lobby national government for further devolution, and develop compelling funding bids to secure more funding for the City Region. This will be supported by a new Plan for Prosperity which will provide a long-term economic and place-based vision for the City Region over the next decade and beyond.





A FAIRER CITY REGION



- Pride march

PORTFOLIO HOLDERS

Education & Skills
and Equality
& Diversity

Inclusive Economy
and The Third
Sector

We will be recognised as a leader in social innovation and one of the most inclusive economies in the world. We will have taken proactive action to tackle inequality, remove barriers and provide opportunities for all of our residents.

Manifesto Pledge: Young Person's Guarantee



The City Region's greatest asset is its people, and we can only succeed when every person has the support and opportunity to thrive. A fairer city region is one that unlocks the full potential of all people and places. For the next three years, our focus will be on those who face the greatest barriers. This is reflected in our strategic objectives to:

- **Improve access and pathways** to employment for those at greatest risk of long-term worklessness;
- **Increase the range of support** available to people experiencing poverty, exclusion and inequality;
- **Improve equality** of outcomes across all protected characteristics;
- **Promote and support** positive health and wellbeing.



- Carer and patient

To achieve these objectives, the new activity we will deliver by 2024 is:

- 1 **A Young Person's Guarantee:** We will work with local authorities and other partners to support young people out of work for more than six months into a job, training or an apprenticeship opportunity. We will start with a focus on all school leavers, with the ambition of rolling this out to everyone under 25.
- 2 **A homelessness framework:** Working with Local Authority partners who lead in this area, we will develop a framework that identifies how the Combined Authority will complement and enhance the range of solutions for people who are homeless or at risk of homelessness.
- 3 **A food poverty reduction strategy:** Working with a wide range of partners, we will take a convening role to develop sustainable approaches to addressing food insecurity across the City Region.
- 4 **New funding opportunities for Voluntary, Community Faith, and Social enterprise organisations (VCFSE):** We will provide more than £1m of funding to support 100 grassroots organisations across every local authority area, including development of a new Mayoral Charitable Fund.
- 5 **A Race Equality programme:** We will deliver a £3.6m programme of 16 complementary initiatives to tackle systemic injustice and inequality and drive forward positive change for our Black, Asian and ethnic minority employees and residents.
- 6 **Digital inclusion:** We will work with local authority and other public and third sector partners, to support programmes that address digital exclusion.
- 7 **A new Equality Scheme:** We will develop a scheme which ensures we promote equality and diversity across the Liverpool City Region and play a leading role as an employer and commissioner of services.
- 8 **A city region approach to mental health:** Working with local authority partners who lead in this area, and others, we will continue to support a consistent focus on ensuring that everyone is able to access the mental health support they need.
- 9 **A pipeline of ambitious employment and skills projects:** We will develop and deliver a demand-led portfolio of projects, informed by sector boards, to support delivery of our strategic objectives for a fairer city region.



As a result of devolution, the Combined Authority is delivering a range of programmes that are already developing a fairer city region. We will continue to work alongside local authorities and other partners to deliver these programmes and maximise the impact they have across the entire City Region. These are:

- 1 Households into Work (HiW):** We will provide support to over 1,200 of the Liverpool City Region's most economically or socially disadvantaged residents unable to seek or sustain employment by 2024, through our innovative, locally tailored, households model.
- 2 Skills and Apprenticeship Hub:** We will continue to build on our Be More offer to train 10,000 individuals, and engage with 1,500 employers by 2024.

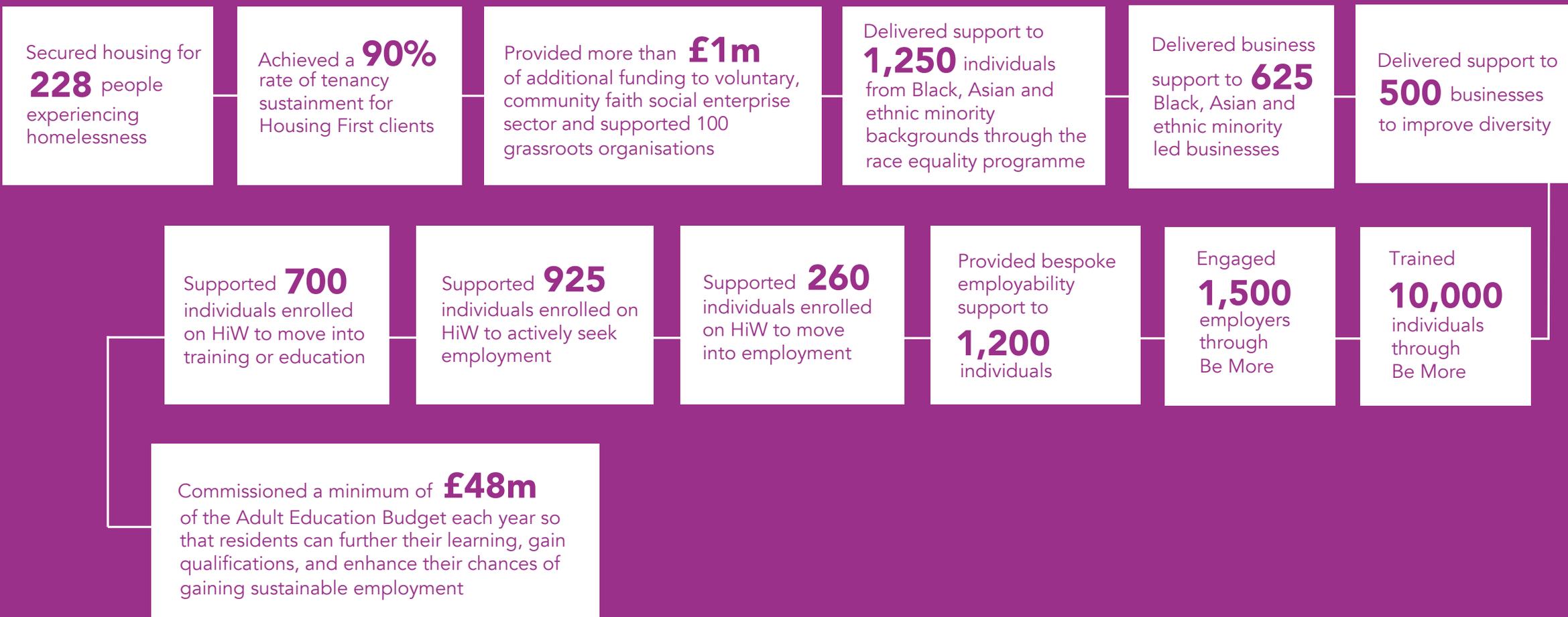
- 3 Housing First:** To play our part in reducing homelessness, we will provide support to more than 228 individuals who will benefit from the Housing First model, housing 228 by 2024.
- 4 Adult Education Budget:** Commission a minimum of £48m annually (with additional funding available for growth and to respond to in year demand) to meet the learning needs of adults aged 19+ living in the Liverpool City Region.



- Young people in a laboratory

WHAT WILL SUCCESS LOOK LIKE?

By 2024 delivery of these activities has:



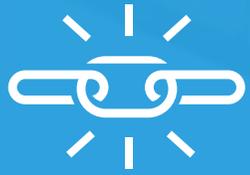
Our work, and that of our partners, will contribute to creating a city region that has:

- More young people accessing **education or training**
- More young people in **employment**
- More people with **access to housing** who have experienced homelessness or rough sleeping
- Increased **household incomes**
- Improved levels of **health and wellbeing**
- **Higher levels of employment** and earnings for people with protected characteristics
- More people able to **seek and sustain employment**
- More people with **qualifications**
- More people taking up **apprenticeships**

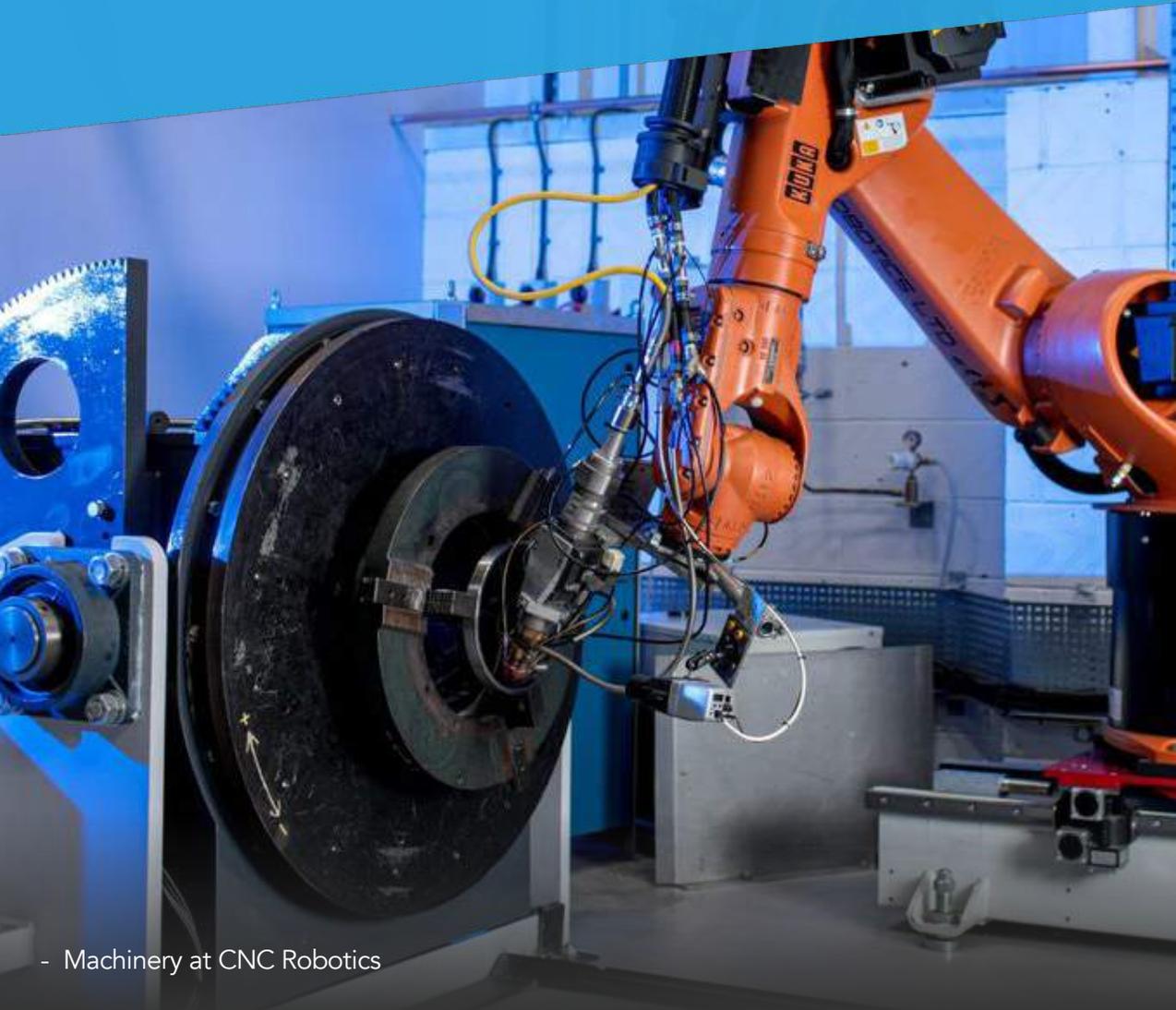


- Chef and apprentice in the kitchen





A STRONGER CITY REGION



- Machinery at CNC Robotics

PORTFOLIO HOLDERS

Inclusive Economy
and The Third
Sector

Business Support

We will be recognised on the international stage as a hub of good business and innovation. We will have attracted investment to continue to develop our unique specialisms and be known for our expertise in science and innovation. There will be significantly more businesses providing good quality jobs for our residents.

Manifesto Pledge: COVID Recovery Fund



Our businesses are the lifeblood of our economy, and for our city region to thrive we need more businesses that are creating good quality jobs for people in every community. We need a whole ecosystem approach, with strong public-private partnerships to support survival and growth of our current business base, and to attract a diverse mix of businesses, from community organisations to large scale employers to invest in the City Region. This is essential for local people to secure good quality jobs as we rebuild and recover.

We want a fairer, more inclusive economy. As we continue to respond, we will further embed Community Wealth Building as an approach and increase our focus on empowering local communities to enhance the economic resilience of local places. We will maximise the social value we deliver with a focus on supporting good quality employment opportunities, and standing up against bad practice, such as fire and rehire.

This is reflected in our strategic objectives to:

- **Strengthen and develop the business support offer** and ensure all businesses can adapt, recover and grow in post-COVID, post-Brexit world
- **Further embed Community Wealth Building** approaches and increase the amount of social value local businesses deliver
- **Improve the attractiveness of the City Region** as a place to do business
- **Attract investment in research and development** to drive innovation and global competitiveness



- Person using a VR headset

To achieve these objectives, the new activity we will deliver by 2024 is:

- 1** Develop and deliver a £150m COVID Recovery Fund to create new jobs vitally needed in our region.
- 2** Collaborate with local authorities and other partners to build on existing work to embed a city region wide approach to Community Wealth Building which includes plans for a Community Bank.
- 3** Roll out the Fair Employment Charter, and sign up a minimum of 75 businesses.
- 4** Develop and embed a Social Value Framework that improves the social, financial and environmental impact of our funding – with an annual report on progress.
- 5** Deliver the Good Business Festival's main event in 2022, continuing to position the City Region at the centre of the global conversation about ethical business. This will be supported with ongoing programmes to ensure that the Festival's impact is lasting and widespread.
- 6** Fund development of 260k sqft of commercial office, research and laboratory space across the City Region.
- 7** Develop a well-networked business ecosystem, ensuring all businesses can access the support they need, and fund six new integrated business support and finance programmes for high growth businesses.
- 8** Develop the pipeline of innovation projects, including the Liverpool City Region Ventures programme and develop the innovation investment plan.



We also need to continue to make it easy for businesses to access support and investment, especially during the transition away from European funding streams. We will do this in close partnership with Growth Platform. Working with Growth Platform and sector boards we will continue to:

- 1 Develop the business case for the LCR Freeport, aligned to our inclusive economy, and net-zero carbon ambitions, and work with partners to provide the necessary support required for its early stages of operations.
- 2 Develop our inward investment offer to attract more businesses to the City Region.
- 3 Strengthen and develop the existing business support ecosystem and growth hub network to ensure the whole economy is supported.



- Young person working on a laptop



WHAT WILL SUCCESS LOOK LIKE?

By 2024 delivery of these activities has...

Supported businesses to adapt, recover and grow

Funded **120k** sqft of new office space

Funded **70k** sqft of new R&D space

Funded **260k** sqft of new commercial space

Signed more than **75** businesses up to the Fair Employment Charter

Established a city region Community Bank

Secured funding to operationalise the Freeport

Secured **15** investment projects per annum led by Growth Platform in collaboration with the Combined Authority

Engaged with **120** Businesses who are potential investment prospects in the City Region

Supported Growth Platform's targeted inward investment marketing activity to generate **400** leads per annum

Contributed to increasing the Liverpool City Region's share of UK FDI projects from **1.5%** to **2%**

Our work, and that of our partners, will contribute to creating a city region that has:

- A larger, more diverse business base
- More new businesses being created
- More businesses surviving
- A greater proportion of high growth firms
- More good jobs created by our businesses
- More jobs paying the Real Living Wage
- A growing social economy
- Anchor institutions spending more money locally
- Public and private sector organisations spending more money on research and development
- Projected itself on an international stage as the most values-led economy
- Contribute to increasing the Liverpool City Region's share of UK FDI projects from 1.5% to 2%
- Increased the share of R&D investment towards the target of 5% of GVA by 2027



- Metro Mayor Steve Rotheram and Cllr Graham Morgan at community garden





A CLEANER CITY REGION



- Formby Point, Sefton

PORTFOLIO HOLDERS

Climate
Emergency &
Renewable Energy

Transport & Air
Quality

We will be a net-zero carbon city region, recognised as a pioneer in sustainable approaches to living, travel and doing business. With a relentless focus on addressing the climate emergency, we will place ourselves at the forefront of the Green Industrial Revolution. We will become a UK leader in clean energy production, generating power from tidal, offshore wind, and hydrogen.

Manifesto Pledge: Green Industrial Revolution



The climate emergency remains one of the biggest long-term challenges facing the world today. We are determined to do our bit to help tackle it and become an environmentally responsible city region. We will position the City Region at the forefront of the Green Industrial Revolution enhancing our competitiveness, creating thousands of green jobs in new industries while having a direct impact on our resident's health and wellbeing. This will require transformational change across every part of society in how we live, work, and travel and will require innovative solutions to environmental challenges. We recognise the national policy and regulatory context is changing rapidly and we will need to respond to these changes flexibly to address emerging challenges and embrace new opportunities. Ensuring the Liverpool City Region is greener, cleaner, and healthier for all communities is critical.

This is reflected in our strategic objectives too:

- Accelerate plans for a **net-zero carbon economy** by 2040
- Develop the City Region's **renewable energy** offer
- Improve **energy efficiency** of buildings and houses
- Improve **sustainability** of public transport



- New Brighton Lighthouse, Wirral



To achieve these objectives, the new activity we will deliver by 2024 is:

- 1 An evidence-based plan to meet the City Region's net-zero carbon target.
- 2 A Liverpool City Region housing retrofit programme.
- 3 A city region wide Public Buildings Decarbonisation pipeline and bid for funding to deliver.
- 4 More heat networks, to provide energy efficient heat and hot water to retrofit into existing neighbourhoods and major new development sites.
- 5 The Green Bus Routes programme to improve bus journeys on key corridors.
- 6 The Hydrogen Bus Project deploying the first fleet of 20 hydrogen buses.
- 7 The full business case for the Mersey Tidal Project, to secure further development funding, and as part of its legacy, develop plans so that people of the City Region can have an ownership stake.
- 8 Explore the potential for the Combined Authority to establish a municipal energy company to retail power from Mersey tidal power and other renewable energy sources.
- 9 A pipeline of strategic, and community focussed green infrastructure projects across all local authorities, with funding identified for delivery.
- 10 A plan to increase the number of electric vehicle charging points in the City Region.
- 11 Options for a local vehicle scrappage scheme aligned to our Air Quality Action Plan.
- 12 The business case for the City Region's production, storage and utilisation of hydrogen.
- 13 New interventions to create more green jobs - working with the Built Environment and Clean Growth sector boards.

There are additional plans in place that we must continue to implement in order to become a more environmentally responsible city region. These are:

- 1 The Air Quality Action Plan.
- 2 The LCR Local Cycling and Walking Infrastructure Plan.



WHAT WILL SUCCESS LOOK LIKE?

By 2024 delivery of these activities has...

Improved the energy efficiency of at least **1,200** homes

Reduced carbon emissions across all transport modes

Delivered a fleet of at least **20** Hydrogen buses

Delivered a network of **6** carbon refuelling stations – hydrogen and electric charging

Created new heat networks

Improved energy efficiency of our public buildings

Influenced housing partners to deliver highly efficient new homes to meet the **2025** Future Homes Standard

Together, as a result of our work, and that of our partners, the City Region has...

Increased the number of green jobs by **15%**

Attracted a further **£500m** investment in zero carbon infrastructure

Reduced carbon emissions by **35%** in line with the Net Zero 2040 Plan

Increased levels of regular walking and cycling

Increased the number of accessible cycling and walking routes

Improved the efficiency of public buildings by **25%**

Improved air quality



A CONNECTED CITY REGION



- New Train on the Merseyrail network

PORTFOLIO HOLDERS

Digital
Connectivity &
Inclusion

Transport & Air
Quality

We will connect all our communities to opportunity, physically and digitally. Our public transport system will be reformed, fully integrated, and provide a genuine alternative to the car. We will be the most digitally connected city region in the UK.

Manifesto Pledges: London Style Transport System, Digitally Connected City Region



A well-connected city region will ensure opportunities can be felt in every community. Connectivity between people, business and place helps people access education, training employment and other services, helps businesses access customers and move goods around.

The pandemic is changing how we live, work, travel, visit and do business. It has severely disrupted the transport system while placing greater emphasis on the need for homes and businesses to have strong digital connectivity, which is accessible to all. The long-term impact on transport demand and travel patterns is still unclear and we need to continue to understand and reflect these changes in our long-term transport plans and ensure we continue to deliver a commercially viable transport system while supporting sustainable forms of travel.

This is reflected in our strategic objectives to:

- **Improve digital and physical connectivity** between all people and places
- **Enhance the role of transport and infrastructure** as strategic enablers to meet the City Region's ambitions
- Transition towards further **devolution of transport and increased public ownership**



- A bus in Liverpool City Centre



To achieve these objectives, the new activity we will deliver by 2024 is:

- 1** Install a 212km full-fibre, gigabit-capable network infrastructure giving access to the fastest and most reliable broadband speed across all six areas of our city region, aligned to our digital inclusion ambitions.
- 2** Publish a London Style Transport Plan that integrates our walking, cycling, buses, trains and ferries network.
- 3** An upgrade to our Smart Ticketing System and implement the transition to tap-in, tap out, contactless ticketing with a daily cap.
- 4** Progress the programme for bus reform, publishing a Bus Service Improvement Plan and identifying the preferred option for bus.
- 5** A Merseyrail for All programme, with completion of a minimum of one new station development.
- 6** A Local Transport Plan to set out how transport planning will deliver the vision for the City Region, and address long term strategic transport challenges.
- 7** Options to transition towards further devolution of transport infrastructure working with Department for Transport, Merseyrail and Network Rail, including commissioning a full review of options for the future operation of the network post-2028.



- Apprentices at Alstom Train Care Depot, Liverpool

The Combined Authority has responsibility for delivering a multi-modal transport system. We must continue to manage and improve operational transport assets and services and continue to develop and deliver projects and programmes that enhance the transport system.

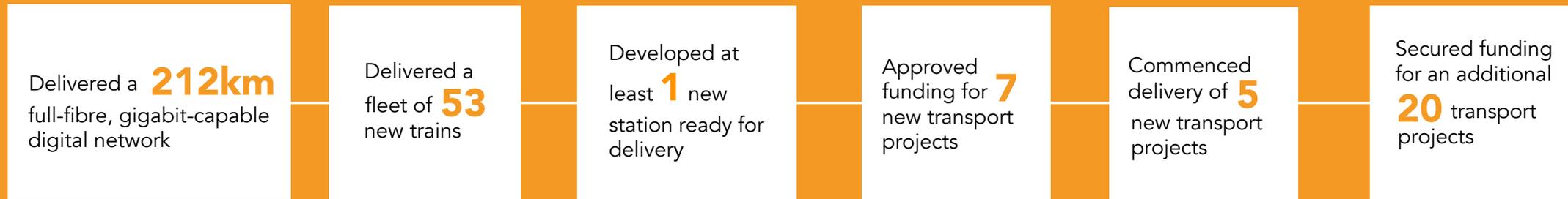
We will do this by:

- 1 Implementing the City Region Digital Strategy & Action Plan with an emphasis on digital inclusion.
- 2 Delivering the Rolling Stock programme to replace the ageing fleet of trains on the Merseyrail Electrics network.
- 3 Distributing all of the committed £172.5m Transforming Cities Fund on projects that improve the transport system.
- 4 Developing a pipeline of £350m of capital transport pipeline schemes capable of securing further funding to invest in our transport system.
- 5 Digitalising our concessionary travel offer and continuing to provide residents with access to affordable, concessionary travel.
- 6 Continuing to deliver major interventions to support the longer-term Mersey Ferry Strategy, so that future generations are able to enjoy ferries.
- 7 Delivering the long-term tunnel strategy to enhance connectivity across the City Region.



WHAT WILL SUCCESS LOOK LIKE?

By 2024 delivery of these activities has...



Our work, and that of our partners, will contribute to creating a city region that has:





A VIBRANT CITY REGION



- Performers at the Hog Parade, St Helens

PORTFOLIO HOLDERS

Housing & Spatial Framework

Culture, Tourism & The Visitor Economy

We will be a great place to live, visit and work. We will continue to invest in our international image brand positioning and developing a world-leading cultural offer. Our city and town centres will be creatively reimagined, alongside the communities who use them, providing opportunities for businesses and supporting the wellbeing of all communities.



The Liverpool City Region is a place of diversity and vibrancy. Culture is at the very heart of what makes our city region unique. Our strong cultural offer and vibrant visitor economy has played a truly transformational role as a catalyst for economic development, as a source of well-being, and as a way to strengthen the national and international profile of the City Region. Despite this, the region faces place-based challenges which impact on the quality of life for many of our residents.

Our local authority partners are leading the way in revitalising places, with ambitious plans in every borough. Each has its own unique sense of identity that contributes to the overall strength and diversity of the City Region. We will support these plans and ensure our own planning, funding and transport system supports our constituent local authorities to achieve their ambitions and create vibrant places across the City Region.

This is reflected in our strategic objectives to:

- Ensure people have **access to quality, affordable homes**
- Support plans for a **vibrant place-offer** across the City Region
- **Enhance our cultural offer** and the City Region's attractiveness as a visitor destination



- Map of the Liverpool City Region

To achieve these objectives, the new activity we will deliver by 2024 is:

- 1** Maximise investment of Brownfield Land Fund monies to support a brownfield first approach to new development.
- 2** Provide direct investment and strategic support for delivery of Town Centre Place-Making and Development Programmes.
- 3** Implement the CA response to the Town Centres Commission and deliver three pilot projects.
- 4** Further develop visitor attractions in our ownership, and support local authority plans to recover the visitor economy.
- 5** Implement the Cultural Compact Plan.
- 6** Implement the Visitor Economy Recovery Strategy including destination marketing plans.
- 7** Publish the Spatial Development Strategy.
- 8** Implement the LCR brand strategy to strengthen the region's profile nationally and internationally.
- 9** Develop a pipeline of public land assets used to maximise the positive impact for local people through the work of our Land Commission.

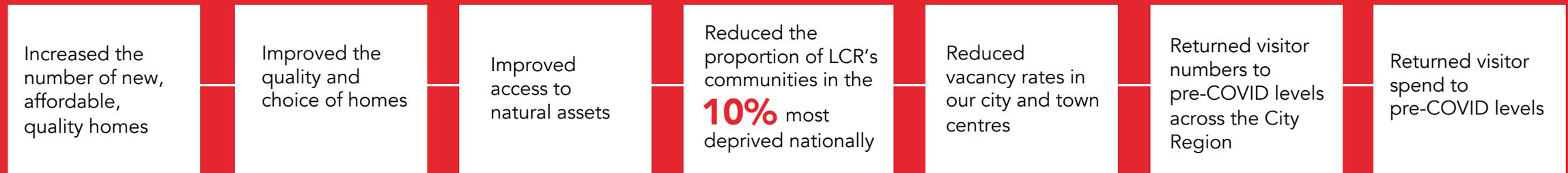


WHAT WILL SUCCESS LOOK LIKE?

By 2024 delivery of these activities has...



Our work and that of our partners, will contribute to creating a city region that has::



06

OUR PARTNERS, PEOPLE AND WAYS OF WORKING



- Artist impression of The Shakespeare North Playhouse, Knowsley



OUR PARTNERS, PEOPLE AND WAYS OF WORKING

The Liverpool City Region Combined Authority is committed to being a high performing organisation, attracting and growing the very best talent and working collaboratively to deliver the best outcomes for all who live and work here.

We work in a complex environment and have an important role in working to work with our partners to co-develop shared approaches to transformation and improving outcomes. By working as a whole system, with co-ordinated, collaborative approaches we will maximise the benefits of all of our efforts.



- A person at Blackburne House, Liverpool

OUR PARTNERS

The City Region has many opportunities and challenges. To realise our vision, we must continue to work closely with partners, understanding our respective roles in achieving a shared purpose. In everything we do, our success depends on our partners succeeding, and their successes depend on us.

The Combined Authority will continue to provide collegiate and collaborative civic leadership building on the strong partnerships with all stakeholders locally, nationally and globally to provide a strong and influential voice for the region's residents and businesses.

We will continue to seek external advice and challenge in all that we do through our relationships with stakeholders, external advisory panels and the Fairness and Social Justice Advisory Board (FASJAB)

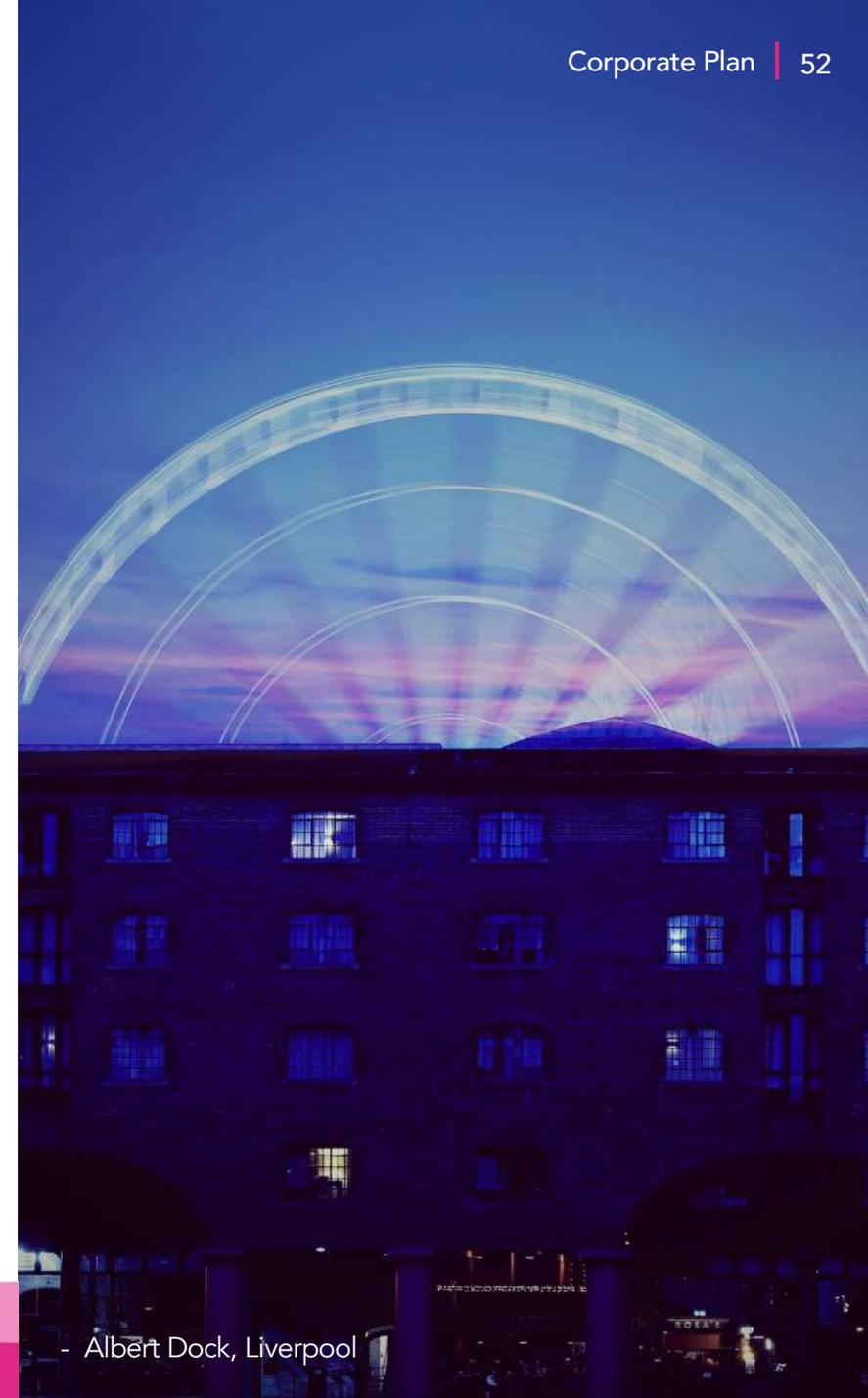
Our Local Authorities

The Combined Authority formalises joint working and decision-making between our six local authorities to improve economic prosperity. It provides the structure through which we can unlock devolved powers and resources from national government and have greater freedoms and flexibilities at a local level to improve outcomes for our residents. Devolution is most successful when we work together across our six local authorities.

Building on longstanding foundations and close partnership working, relationships across all six areas have continued to strengthen over the last 18 months as we have worked together to respond to the pandemic. We have developed a shared training programme and established ways of working and enhanced forums to collaborate effectively. We must continue to work collectively to deliver our shared priorities and objectives, recognising the unique contributions of each local authority and our combined strength as one city region.

Local Enterprise Partnership

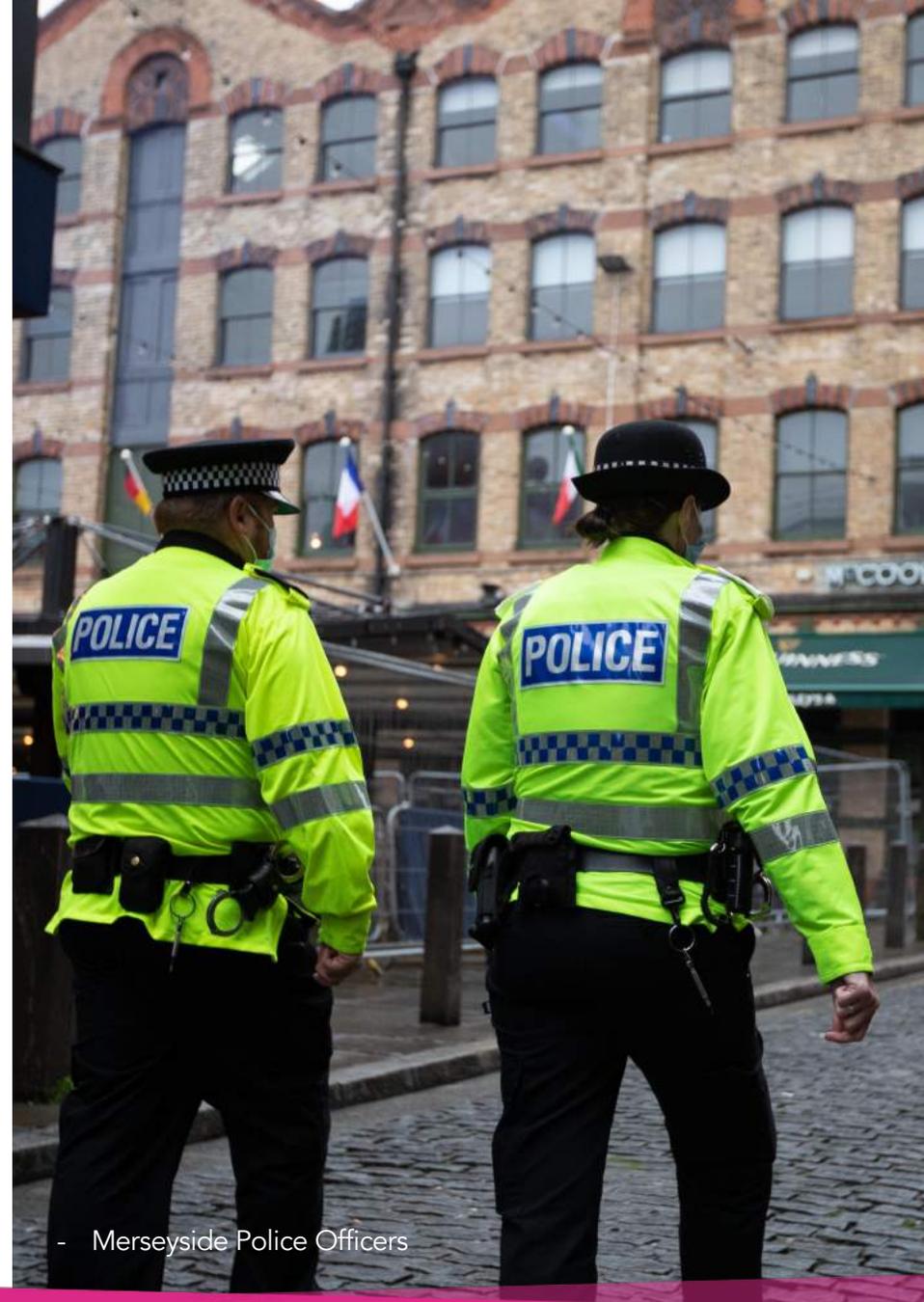
The Local Enterprise Partnership is a non-voting member of the Combined Authority. As the agreed delivery vehicle for business engagement, growth and investment for the Combined Authority and the LEP, Growth Platform reflects the strategic priorities for the City Region and will be commissioned by the Combined Authority where appropriate to deliver these priorities and, will use its other funded programmes, to support these priorities wherever possible.



- Albert Dock, Liverpool

Criminal Justice Partners

The Police and Crime Commissioner leads the Combined Authority's portfolio for Criminal Justice. It is anticipated that the priorities in their Police and Crime Plan will support our vision for a fairer, more inclusive economy. We will continue to work in partnership with the Police and Crime Commissioner and support the development of plans to create a safer city region and ensure that future LCRCA policy decisions take account of these priorities.



- Merseyside Police Officers



OUR PEOPLE

We cannot deliver this plan without our people. Who we are, how we demonstrate our behaviours and how we work together will determine the successful delivery of this Corporate Plan and the difference we will make across the City Region.

To make this difference, we need diverse, motivated, high-performing teams that always put the City Region first and are representative of the people we serve. We want all our staff to be engaged in our purpose and vision, understand the contribution they can make, and be committed to delivering for our residents. We understand that to do this we need to be clear on our expectations of each other, listen and understand the different views of all who work here, develop the potential of our employees and support their wellbeing.



- Paul Amann, Principal Officer, Employment and Skills, Liverpool City Region Combined Authority

Our organisation's behaviours will be at the heart of all we do and will shape our future, putting the Liverpool City Region first, acting with respect and being action focused. We will take this opportunity to consider how we can develop as an organisation and redesign how we work, remembering that what we do will set an example for our partners and other businesses in our region.





OUR WAYS OF WORKING

The pandemic is forcing many of us to work differently, and while there have been challenges as we have learned to adapt to these changes, there are also many positive learnings we have taken as an organisation. We will embed these positives as we develop new ways of working to become a more modern, flexible and agile workplace.



- Harry Davies, Police Sergeant, Liverpool City Region Combined Authority

DEVELOPING OUR ORGANISATION

All of this will be enhanced and supported by our 'Developing our Organisation' programme. Set up to ensure we realise our vision for the Liverpool City Region and have the optimal arrangements in place to deliver on our vision and Corporate Plan priorities.

The programme will ensure the organisation has the right people, processes and communication and engagement in place, to deliver our ambitions for the 1.6 million residents in the Liverpool City Region.

The programme includes the following workstreams:

- Leadership & Management Development
- New Ways of Working
- Our People
- Employee Engagement
- Stakeholder Engagement
- Managing Performance & Delivery



Over the next three years we will:

- **Embed a whole systems approach**, with a focus on our role working with local authorities and other partners to co-develop a shared approach to transformation and improving outcomes for residents
- **Enhance our approach to stakeholder engagement** using the strength of our partners to deliver on shared objectives
- **Develop and implement a new People Strategy** to ensure we have the right people, skills and processes in place across the organisation
- **Deliver a New Ways of Working** programme
- **Deliver a leadership development programme** for the organisation and explore opportunities for wider Liverpool City Region leadership approaches
- **Implement a revised approach** to performance and programme delivery
- **Implement an internal and external** communications strategy



- Julie Porter, Customer Service Officer, Liverpool City Region Combined Authority

07

ENABLING DELIVERY



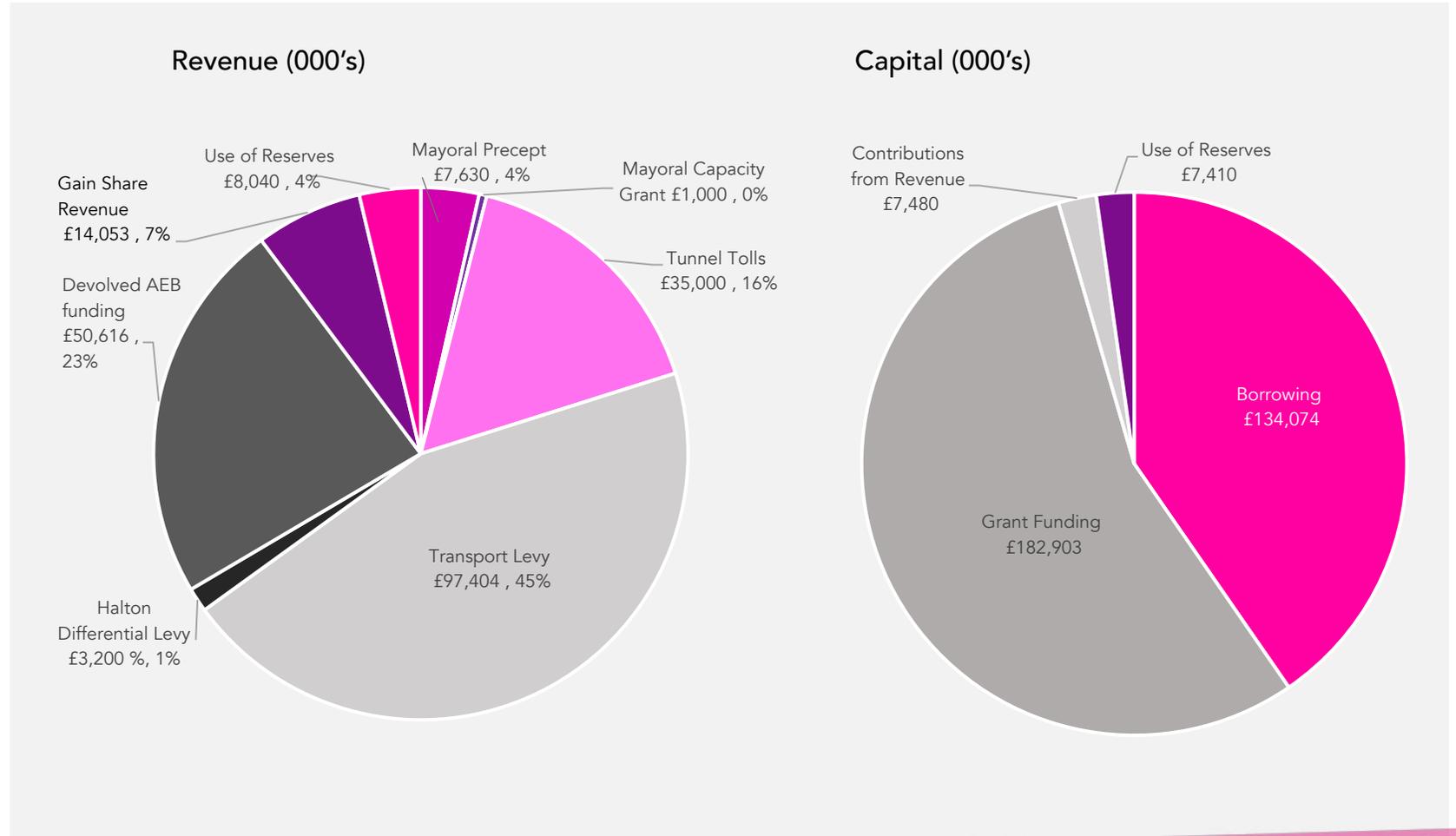
- Dazzle Ferry sailing on the River Mersey



OUR FUNDING

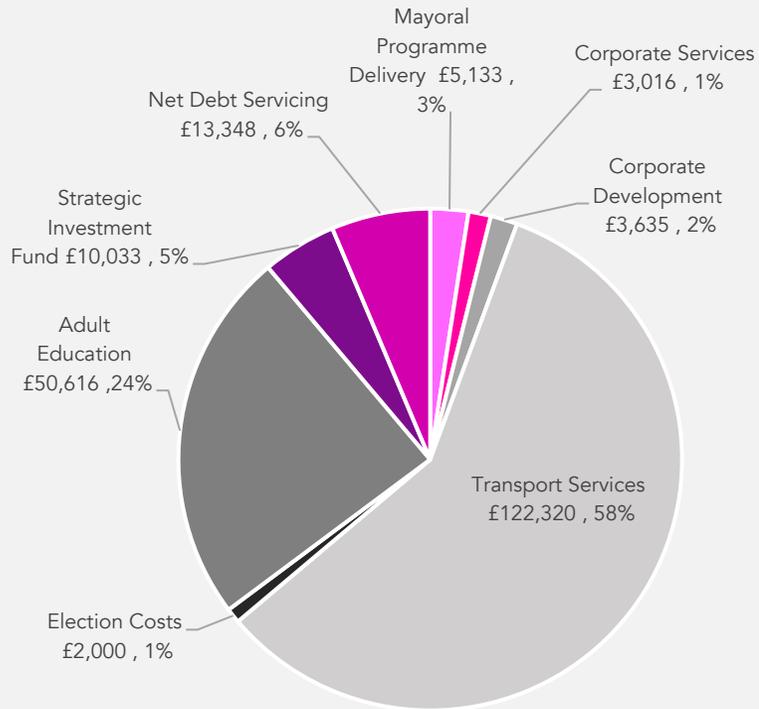
Our budget for the financial year 2020/21 has been set. To deliver this plan we will agree and implement a medium term financial plan aligned to our priorities and deliverables.

Where our Money Comes from

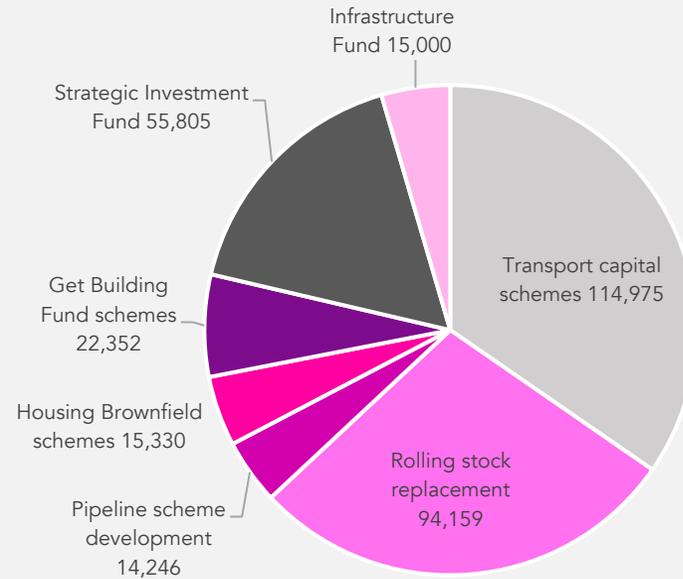


Where our Money goes

Revenue (000's)



Capital (000's)



OUR DELIVERY ARRANGEMENTS

We will deliver this Corporate Plan in partnership with our constituent local authorities and partner organisations, including the Liverpool City Region Local Enterprise Partnership and Growth Platform.

The plan will be underpinned by a detailed implementation plan to set out resources and timescales for delivery. The implementation plan will be fully aligned to a new medium-term financial plan which will be presented to the Combined Authority in the autumn for approval to ensure our resources align to our Corporate Plan priorities.

We will establish thematic delivery boards to drive delivery of the Corporate Plan. Each board will have a senior accountable lead, responsible for meeting the deliverables set out in this plan. They will report on progress regularly against a new performance management framework.



OUR GOVERNANCE

The Combined Authority is a politically led organisation, controlled by the Liverpool City Region Metro Mayor and the local authority Leaders and Mayor, who each hold Portfolios outlined at the start of this plan. The Liverpool City Region's Police and Crime Commissioner is a co-opted member of the Combined Authority and leads the Criminal Justice Portfolio. The Chair of the Transport Committee is also a co-opted member and leads the Transport and Air Quality Portfolio for the Liverpool City Region. The Transport Committee undertakes transport and travel policy functions on behalf of the Combined Authority and oversees the work of the Merseytravel Executive.

Good governance will continue to be key to the delivery of our objectives. We have robust governance arrangements in place to ensure effective delivery, risk management and to ensure public money is used effectively and appropriately and is properly accounted for. These arrangements are detailed in our constitution and our published Assurance Frameworks. Assurance Frameworks are the documents we agree with government about how we use money they have provided to us.

Scrutiny, challenge and oversight are provided by the Overview and Scrutiny Committee and the Audit and Governance Committee. These Committees have important roles in reviewing and scrutinising our plans, priorities, governance arrangements and finances. The Committees will also have a role in overseeing delivery of this plan. We will deliver openly and transparently with regular reports to the Combined Authority and Overview and Scrutiny Committee to outline progress.

The Combined Authority recognises the importance of effective risk management as a key element of its performance and governance framework. The Corporate Risk Register will contain key risks and opportunities related to achieving the Corporate Plan priorities and will be subject to regular review.

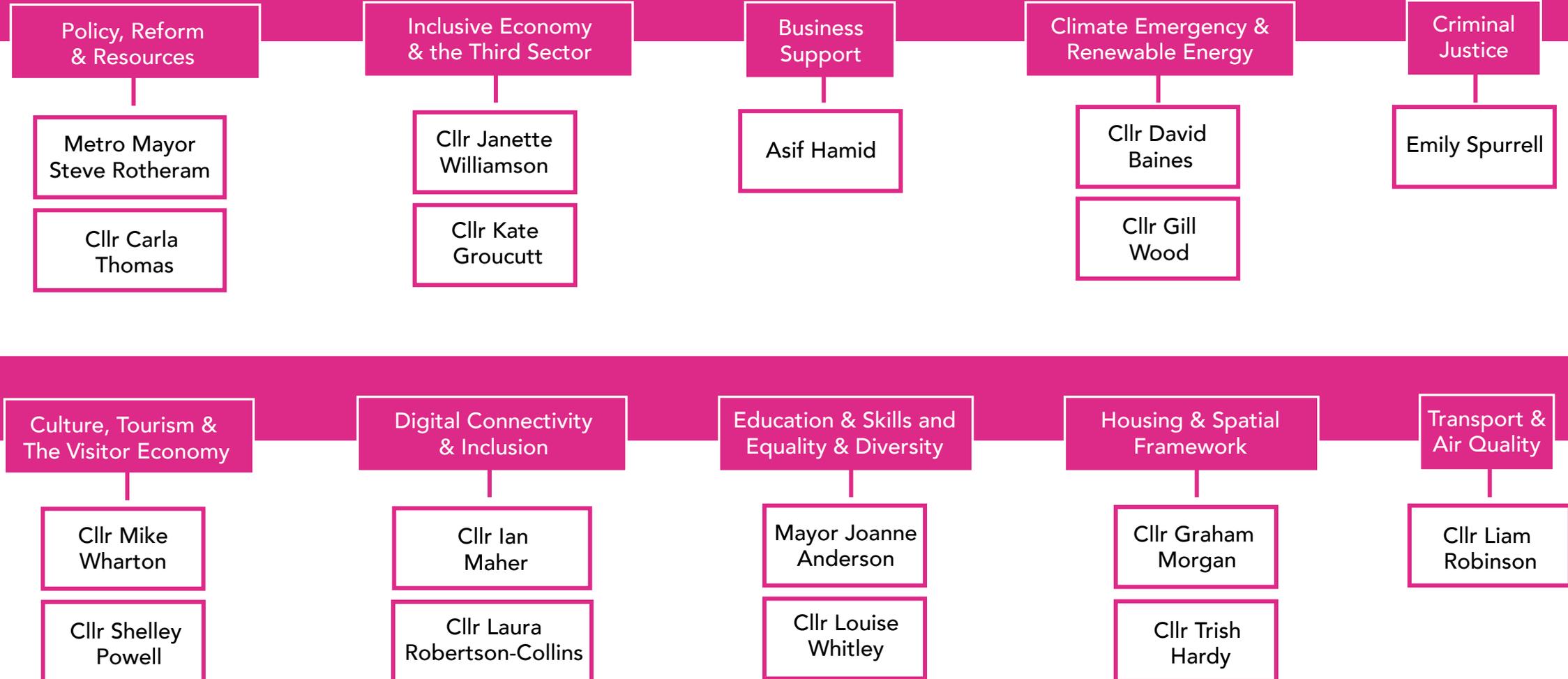
During the life of this Corporate Plan new Portfolio meetings are to be established. These meetings will be led by each of the Portfolio Holders nominated by the Metro Mayor and confirmed by the Combined Authority. Such meetings will also ensure that there is wider member engagement from our constituent councils in the work of the Portfolio.



- Liverpool City Region Combined Authority Head Office, Mann Island, Liverpool



COMBINED AUTHORITY PORTFOLIO HOLDERS





METRO MAYOR
LIVERPOOL CITY REGION

