

Liverpool  
City Council

# Inclusive Economic Growth Strategy Liverpool 2040

December 2024

Draft for consultation



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# Executive Summary

## Our vision

**Our vision for Liverpool 2040 is to create a strong and inclusive economy that leaves no one behind; strengthening our foundations to build a fairer, more prosperous, and sustainable city that creates opportunities for a good life for all our residents.**

Liverpool stands at a pivotal moment, with ambitions to create a fair, diverse, inclusive and strong economy that benefits all residents, particularly those facing barriers to participating in it. We are working alongside our city partners to capitalise on our successes to date, expanding opportunities for all, investing in our people, enabling an ecosystem of high-quality jobs and career pathways, improving health and life outcomes, and ensuring every community shares in the city's growth. At the same time, we are honest about the challenges facing our city and our people, which we are committed to tackling so that everyone can fairly access the opportunities our city offers.

As a global city, Liverpool plays an important role in driving both regional and national economic growth. We are fostering innovation in the economic sectors that are essential to the UK's success, such as

life sciences, advanced manufacturing, and creative industries. Our city partners are at the heart of our success and achievements. Our local universities and education institutions, NHS trusts, businesses, and the Voluntary, Community and Social Enterprise (VCSE) sector have sparked innovation across industries, creating jobs, and driving productivity. Together with our partners, we have developed this strategy collectively, with a clear mission to ensure that Liverpool continues to grow as a vibrant and resilient city, with inclusivity at its core.

Liverpool Cruise Terminal



# Our objectives to drive an inclusive economy

**We know that to realise our vision, we need to maximise the potential of our economy and create the conditions for our businesses to grow and invest in residents today, while enabling innovations in future technology so that we can adapt to the grand challenges of tomorrow.**

**To achieve our vision, we will focus on:**

## **Strengthening our key sectors to drive productivity, investment and innovation**

Liverpool is home to world-leading specialisms that drive our competitive edge. Through innovation and collaboration with our partners, we can leverage our key sectors' strengths to increase productivity and widen the benefits of growth.

## **Building a vibrant, productive and resilient business base**

We will support the growth of our small businesses, start-ups, and entrepreneurs. By creating a supportive environment that nurtures ambition in our local economy, we will build a resilient business community for the future.

## **Ensuring access to skills development, employment and career building**

We will provide our communities with the tools they need to develop their skills, secure employment and build their careers, investing in diverse pathways to create opportunities for all, particularly those facing barriers to education and employment.

## **Placing people at the heart of growth activity and supporting people's aspirations**

Our Inclusive Economy Strategy is about our people – the opportunities they are included in, the options available to them, and the chances they have to leverage better outcomes. We are committed to ensuring that everyone has the chance to contribute to and benefit from the city's growth.

## **Drive housing, regeneration and physical infrastructure to support sustainable and fair growth**

Our city was built for a population twice as large as today. We have the means to deliver more quality, affordable homes, while investing in our existing communities, providing spaces for our people and businesses to thrive and succeed. We are dedicated to promoting growth that creates a lasting positive impact in our communities.

## **Improve connectivity and transport networks to increase access to jobs, services, and opportunities**

Improving transport and connectivity is key to ensuring equitable access to opportunities across the city. By investing in public transport, cycling routes, and digital infrastructure, we can create a more accessible and sustainable city.

## **Enhance social, community and cultural infrastructure to build cohesive and resilient communities**

Investing in social, community, and cultural infrastructure, particularly in underserved communities, is essential. This will ensure that everyone can access key services, while strengthening community cohesion, improving quality of life and embedding long-term social and economic inclusion across our city.

## **Build a city that is accessible to all**

We strive to make the city welcoming and accessible to everyone, regardless of age, ability, or socio-economic background. We will take action to ensure all individuals feel they have a stake in our city's future and can fully benefit from the opportunities Liverpool has to offer.

**Investing in the foundations of Liverpool is critical to achieving our vision of an inclusive economy which leaves no one behind. These foundations underpin growth, creating the right environment where our residents have improved quality of life, access to opportunities and can all play a key part in the city's economy.**

**We will focus on:**

**Driving housing, regeneration and physical infrastructure to support sustainable and fair growth**

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Improving transport networks

## Sectors driving our growth

### Health & Life Sciences

Liverpool's health and life science sector is recognised globally for its contributions to vaccine research and infectious disease management. We will support this sector to continue creating high-quality jobs while also positioning Liverpool as a critical player in improving public and global health outcomes.

### Creative & Digital Industries

The creative and digital industries are innovators in the city, fuelled by our rich cultural heritage and growing digital infrastructure. Supporting this sector will be crucial to promoting job creation, sparking innovation, and continuing to strengthen Liverpool's proud international profile.

### Visitor Economy

Each year millions of visitors are drawn to the city's cultural, historical, and sporting attractions. In 2023, the visitor economy generated over £6 billion, driven by major events such as Eurovision. By leveraging our rich heritage and expanding year-round attractions, we will ensure that tourism continues to grow, and its benefits are felt across all communities.

### Advanced Manufacturing

Liverpool's industrial heritage runs through each corner of the city, and today this dynamic sector continues to drive growth. As Liverpool continues to embrace new technologies, our focus is on promoting innovation, sustainable practices, and developing a more skilled workforce.

### Professional Business Services

Professional business services provide essential support and act as key enablers for growth across the city's core industries. We will support this sector to ensure that the businesses remain responsive to the needs of our evolving economy.

### Maritime & Logistics

Liverpool's maritime heritage and port infrastructure connect the city region to markets in Europe and beyond, making our city a major entry point for international trade. In partnership, we will ensure that the sector remains competitive and sustainable while driving jobs and economic growth.

### Education

Education is at the heart of Liverpool's future growth. We will collaborate closely the city's education institutions, from nurseries to

universities, to ensure that sector continues to provide jobs while helping build a future-ready skilled workforce.

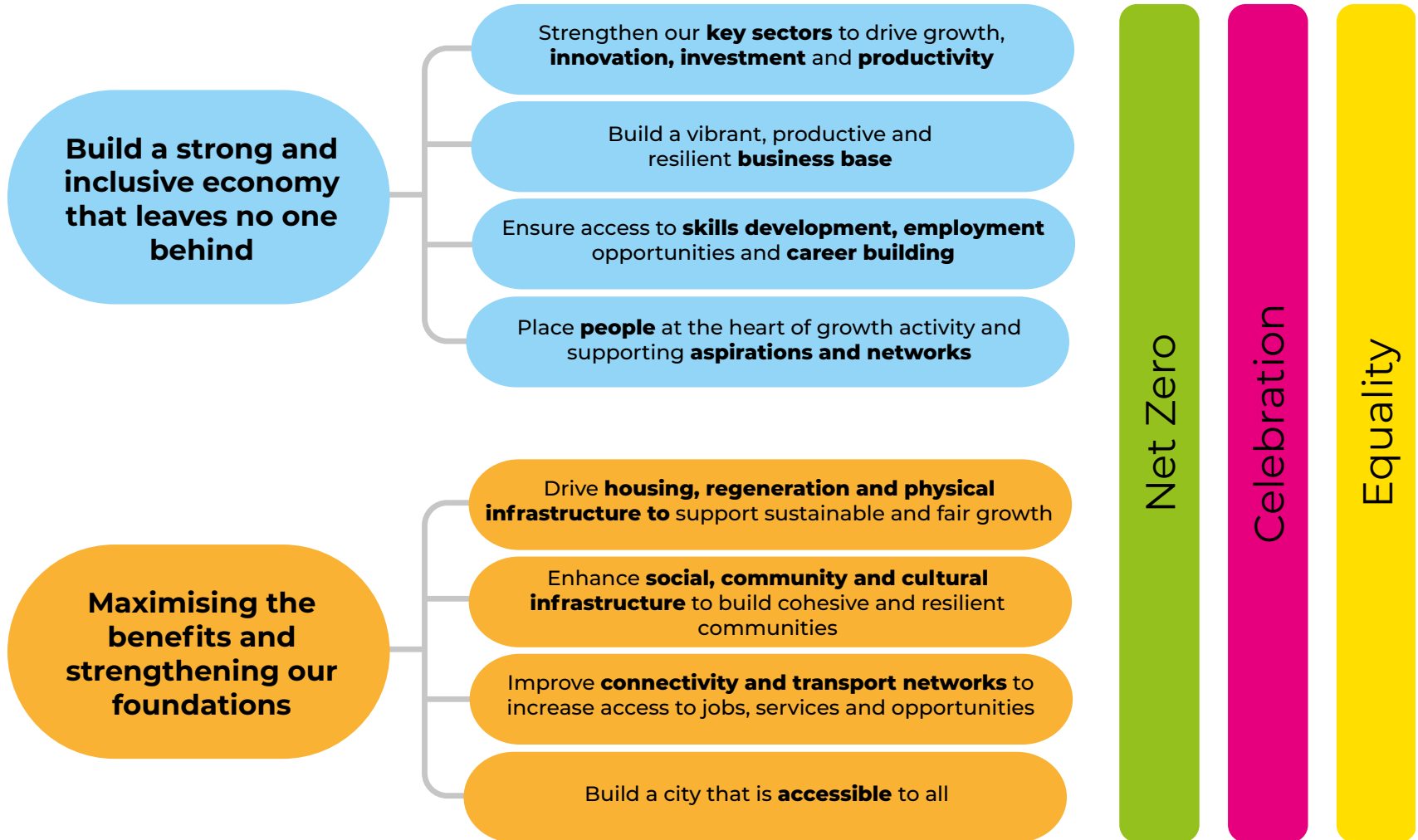
### Built Environment

Construction and the built environment can create well-paid secure jobs for local people, boosted by our commitment to attracting investment and creating lively places for living, working and leisure.



# Our strategic focus

## INCLUSIVE ECONOMY



## Our future Liverpool

### Where we are today

**Realising an inclusive economy is a core pillar for Liverpool's City Plan. It is central to our ability as a City Council to work with partners to address both the challenges facing our global city and the needs of our growing population.**

Liverpool's journey to this point has been recognised and globally celebrated, a testament to the ambition, resilience and determination that drives residents and businesses alike across our city. With a rich heritage, vibrant culture and an indomitable spirit, Liverpool has consistently demonstrated its ability to adapt and thrive in the face of challenging circumstances.

We know the future will require us to adapt to the challenges of our generation: a changing climate, an ageing population, rapid technological advancement, and increasing digitisation of information and knowledge. Our commitment, shared across our network of city partners, is to take collective action to build an economy that leaves no community behind, to maximise benefits and to strengthen our foundations.



Museum of Liverpool and the Three Graces



Today, the city powers a £16.7 billion economy, with over 14,000 businesses and around 230,000 people in employment, accounting for 40% of the region's Gross Value Added (GVA). The strength of Liverpool's economy is the result of collective efforts across the city. Over the past decade, our public and private sector partners, along with community organisations, have worked to build an economy that works better for our people. Together, we have delivered significant city centre regeneration, invested in transport and enabled a diverse economy. Liverpool's key strengths are in sectors such as advanced manufacturing, creative content production, health and life sciences, and professional business services. Our world-class universities and research institutions are at the forefront of innovation, driving new discoveries and fostering a culture of knowledge sharing and entrepreneurship.

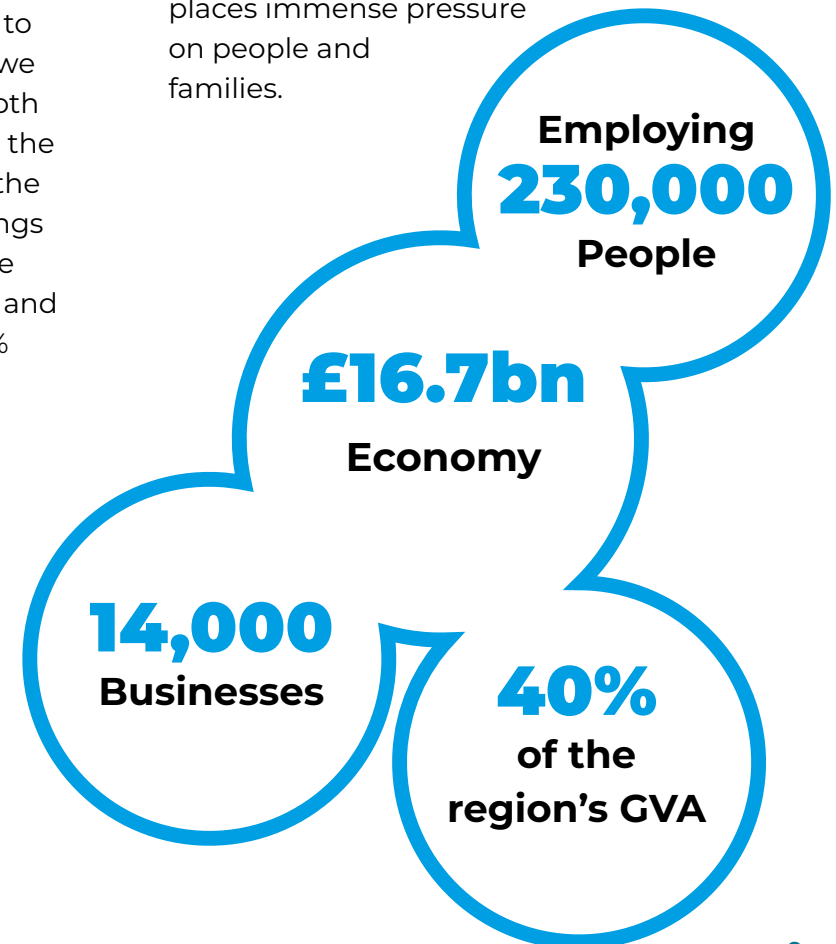
However, while Liverpool has made considerable progress, we recognise that significant challenges remain. Like many UK cities, Liverpool suffers from low productivity and investment compared to its European and international counterparts, compounded with decades of national underinvestment, which is now recognised

as a national issue. Challenges like the rising cost of living and increasing fuel poverty are placing severe strains on our residents. This is highlighted by the growing number of families with two working parents who rely on food banks to make ends meet.

At the same time, continued financial pressures on public services limit our capacity to provide essential support to those in crisis. Nationally and locally, we are also seeing growing inequality, both in the wages people bring home and the wealth and assets people have, with the gap between higher and lower earnings widening – in Liverpool, the difference between the weekly pay for the 90th and 10th percentiles has increased by 20% between 2014 and 2022.

The impact of inequality can be seen in communities across the city, from North Liverpool to Speke, and in areas such as Toxteth which sits in touching distance to our vibrant Knowledge Quarter. These and many communities are not yet equally benefiting from growing opportunities in Liverpool. Deprivation in the city is widespread – the most recent Index of Multiple

Deprivation (IMD) figures (2019) show that 63% of Liverpool's neighbourhoods were ranked amongst the top 20% most deprived in England, with nearly half of these areas in the top 10%, and some areas having witnessed increased disparities in more recent years. Deprivation significantly affects people's physical and mental health and places immense pressure on people and families.



## Draft for consultation

Health challenges are particularly pressing, as highlighted in the “State of Health in the City: Liverpool 2040” report, as these impact residents’ ability to achieve positive life outcomes. Liverpool has the second-lowest life expectancy amongst core cities,

and, without urgent action, women’s healthy life expectancy could fall by up to four years. Three out of ten children in Liverpool live in poverty, further affecting the health and life opportunities of our youth.

Now, with greater alignment between local, regional and national government, Liverpool is well placed to take advantage of this moment, taking action alongside public and private partners to shape the future of our city and region.

By making bold commitments and acting today to deliver a more inclusive economy tomorrow, we are taking a stand to tackle these longstanding challenges and inequalities head on. Building on our successes, we will create an environment where we both test ideas and learn from them, and continually improve on our trajectory

to realise an inclusive, prosperous and sustainable future. We will do this through an outcome-driven approach, ensuring that our collective efforts are focused on delivering real, measurable improvements.

We know our city, our businesses and our people, and we are ready to work in genuine collaborative partnership to embark on this next chapter of our city’s story.



Toxteth looking towards Liverpool city centre



Princes Park

# The vision for our future

**Our vision for Liverpool 2040 is to create a strong and inclusive economy that leaves no one behind; strengthening our foundations to build a fairer, more prosperous, and sustainable city that creates opportunities for a good life for all our residents.**

## The change we want – our city’s future will see

- Our vibrant business base and high streets flourish, building on our global brand as a city of culture and heritage.
- Our economy growing by driving innovation, creativity and adoption of technology, to drive the productivity essential for creating good employment opportunities and addressing future challenges.
- Investment in skills and training to ensure we have a ready workforce to meet future demands and we are equipped for a green transition.
- Every resident, current and future, have the same opportunity regardless of where they grow up or who they know.

- An environment where being part of our city provides everyone with a network of opportunities to learn and grow.
- Our people valued and with the skills and opportunity to choose a path to realise the life they want to live.
- Active, strong and resilient communities with a shared sense of pride and belonging, where communities have opportunities to connect through networks of high streets and community assets, and where everyone can contribute to our city’s story.
- A city that is sustainable; supporting the health and wellbeing of our residents, and supporting future generations by committing to reduce our carbon and waste, embedding principles of a circular economy to support the transition to net zero.
- A city that creates spaces for all to live a full and fulfilled life, starting with high quality homes in our diverse and vibrant neighbourhoods.
- It is one where investment in regeneration meets the needs of our existing and future communities, with

great spaces for young people to play, share, learn, and develop the skills they will need for tomorrow’s challenges.

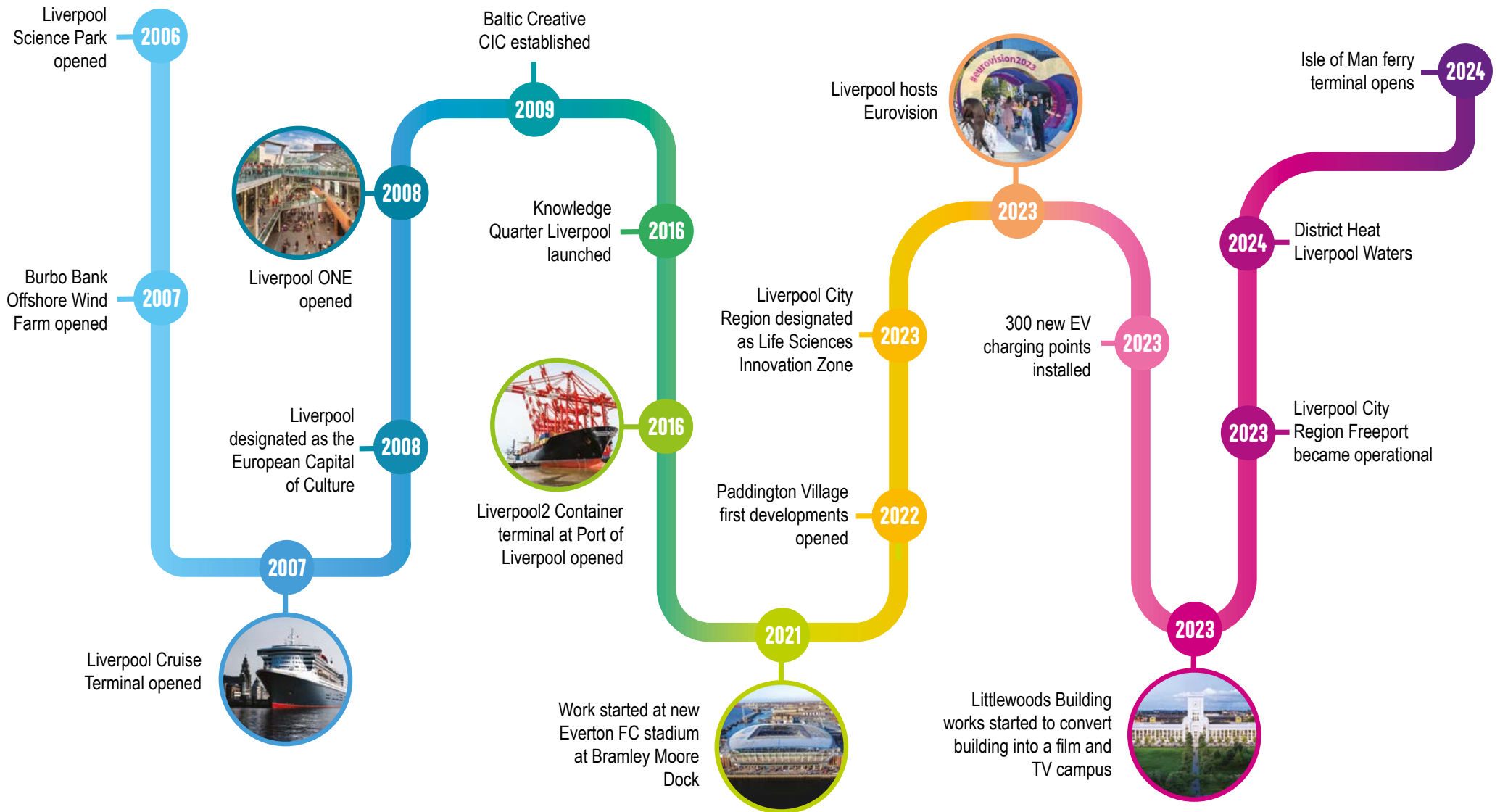


Liverpool Pride March



Sefton Park

# Timeline of key achievements



# Our people

Draft for consultation

**Our mission for an inclusive economy puts people in Liverpool at the heart of future growth. At every stage in delivering of our strategy, we will focus on ensuring that the needs, aspirations, and potential of Liverpool's residents – both current and future – are central to our future growth.**

Our mission for an inclusive economy puts people in Liverpool at the heart of future growth. At every stage in delivering of our strategy, we will focus on ensuring that the needs, aspirations, and potential of Liverpool's residents – both current and future – are central to our future growth.

Liverpool is a young, vibrant and diverse city, with a population surpassing 500,000 in 2023 and a steady growth that reflects the city's appeal. Our young population is one of our greatest strengths - 16.3% of our population is aged 16 to 24, compared to 11% in the North West and England - giving the city a dynamic and youthful energy. Our ethnic minority population - which has grown from 11.1% in 2021 to 16.2% in 2023 - further contributes to Liverpool's rich cultural diversity and global outlook.

Around 44% of our working-age population holds Level 4 (bachelor's degree) qualifications or above, representing a considerable increase from 16.9% in 2004. We want to continue to position Liverpool as a city that attracts and retains skilled workers, supports internal skills development, and ensures diverse career pathways. Vocational routes,



Liverpool's population surpassed **500,000** in 2023

our ethnic minority population has grown from **11.1%** in 2021 to **16.2%** in 2023

**16.3%** of our population is aged **16 to 24**

Granby Street Market



apprenticeships, and training opportunities are equally essential in ensuring residents can access and develop fulfilling careers.

However, we recognise that our economy is not working for too many of our residents and communities across the city despite all our collective actions to date.

While NEET (Not in Education, Employment, or Training) rates have improved, they remain above the regional average, with 6.6% of young people in Liverpool still facing barriers to education or employment. Many residents are excluded from economic participation, with long-term illness accounting for 29.6% of economic inactivity and caring responsibilities for 19.8%. These figures, while in line with regional averages, underscore the persistent barriers many people face to access employment opportunities.

To achieve an inclusive economy, targeted efforts must begin before someone enters the workforce. The foundations for future success are built through education, strong family support, friendships, and community activities that foster creativity and

nurture resilience across the city. We will work in partnership to ensure that every individual has access to these essential networks, empowering them to build the skills and confidence needed for success.

We also recognise the need to provide diverse career pathways, ensuring that our young people and future working populations – particularly those that are economically excluded – have a choice and access to good jobs and training opportunities. Through investment in skills development and targeted support, we will create a diverse range of opportunities, while also achieving career progression and greater social mobility.



Long-term illness accounts for **29.6%** of economic inactivity in the city

**19.8%** of inactive residents are caring for their home or family

**44%** holds Level 4 (bachelor's degree) qualifications or above

**6.6%** of young people still face barriers to education or employment.

up from **16.9%** in 2004



# Our partners

**The success of this strategy will be deeply rooted in the strength and diversity of our partnerships and our collective commitment and action. Our partners represent a wide array of sectors, including public institutions, businesses and private organisations, education institutions, and community organisations, all of which have a key role in driving economic growth and ensuring that benefits are felt across all communities. Our shared efforts will be crucial in overcoming challenges and creating an inclusive, sustainable and productive Liverpool.**

With a vibrant city ecosystem, including over 14,000 businesses, several major universities, a strong network of hospitals, and home to 32% of the region's population, Liverpool is the driving force of the city region.

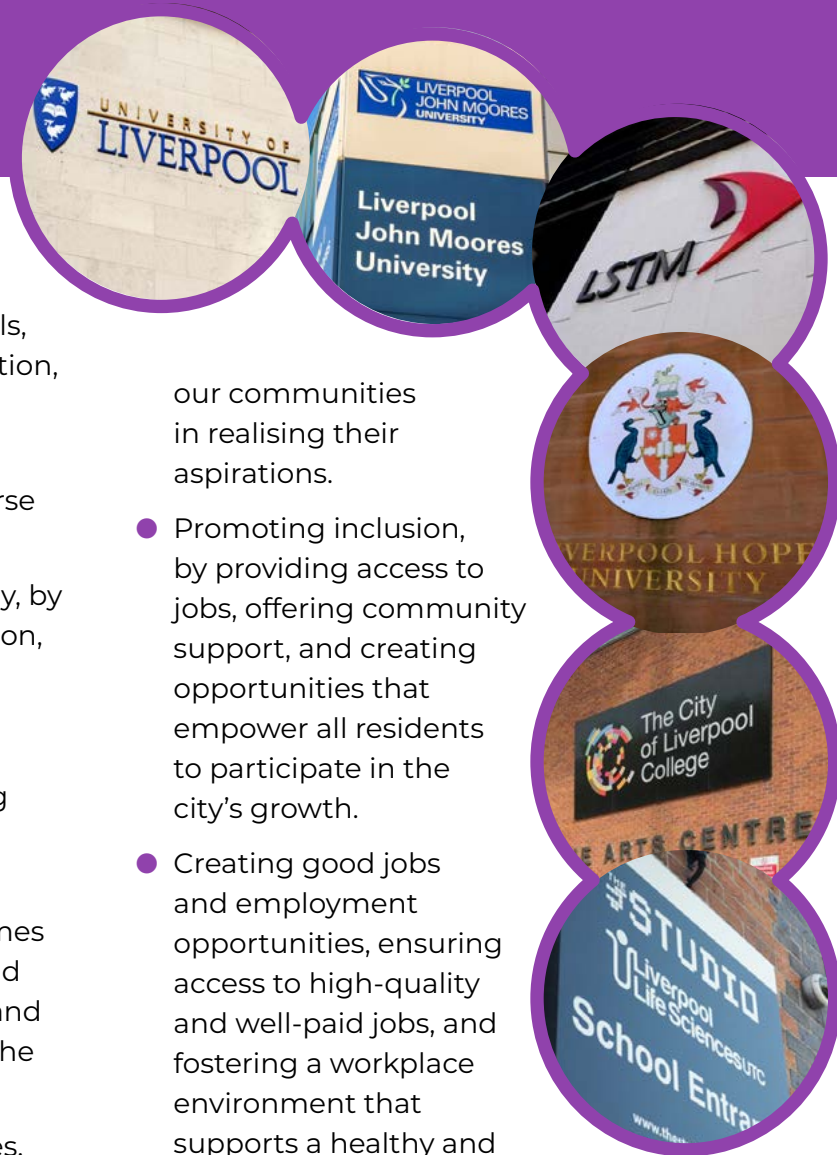
Working in partnership, Liverpool's diverse organisations will be instrumental in:

- Driving the city and regional economy, by creating good jobs, fostering innovation, and encouraging local spending. Liverpool's strategic partners employ more than 60,000 people Full-Time Equivalent (FTE) and have a spending power of over £5bn.
- Enhancing our people's skills and potential, through training programmes and educational opportunities to build a workforce that is capable, resilient and ready to access the opportunities of the future.
- Providing essential services, from education to healthcare and community support, Liverpool's partners are essential in delivering services that are critical to the well-being of our residents and support

our communities in realising their aspirations.

- Promoting inclusion, by providing access to jobs, offering community support, and creating opportunities that empower all residents to participate in the city's growth.
- Creating good jobs and employment opportunities, ensuring access to high-quality and well-paid jobs, and fostering a workplace environment that supports a healthy and thriving workforce.

Liverpool is home to many world-class universities and research institutions raising the city's international profile and contributing to the city's competitive edge. Institutions such as the University of



Alder Hey Children's Hospital

**Draft for consultation**

Liverpool, Edge Hill University, Liverpool School of Tropical Medicine, Liverpool John Moore's University and Liverpool Hope University not only provide high-quality education, but are also spearheading innovation across various industries.

The city's specialised research centres and partnerships, such as the Pandemic Institute, iiCON, and the Advanced Materials Research Centre, position the city at the forefront of health & life sciences, and manufacturing innovation. Assets like the Digital Innovation Facility (University of Liverpool) and the Liverpool Institute for Performing Arts, and future developments such as the Liverpool Music Hub, are and will continue to position Liverpool as a key player in creative and digital innovation.

The city is also home to a strong and diverse network of NHS trusts, which not only provide high-quality healthcare services to people within and outside Liverpool but also provide job opportunities and power innovation in the health sector.

Liverpool's cultural assets are integral to the city's economy and identity. From Tate Liverpool to the Liverpool Philharmonic, these



Philharmonic Hall.  
Tate Liverpool.  
Liverpool Institute for Performing Arts.

institutions contribute to job creation, content production, tourism and boost local pride. The city's football clubs – Liverpool FC and Everton FC, are also key economic partners, boosting the city's profile globally, and actively contributing to their local communities through initiatives such as Everton in the Community.

The city's VCSE sector is also a key player in achieving inclusive growth. With more than 6.7k paid staff, 68k volunteers, and contributing £180.3m GVA to the city's economy every year (LCVS State of the Sector report) these organisations offer essential services to Liverpool's residents

to help tackle social exclusion.

Harnessing the collective power of our diverse and innovative business community, largely comprised of small enterprises, is crucial to drive local economic development, with specialised organisations, such as the Liverpool Chamber of Commerce, Baltic Creative CIC, Professional Liverpool, and Liverpool BID providing essential support to boost this growth. Additionally, our further education institutions, such as the City of Liverpool College, provide essential vocational training to support our local industries.

Liverpool City Council is committed to acting as an enabler of collaboration and growth, bringing partners together and creating the right conditions for partnership working. Collectively we have the potential to shift our economy to one which is more inclusive for generations to come.



Baltic



# Building a strong, inclusive economy that leaves no community behind

**Liverpool's vision for the future is to ensure that growth creates opportunities and prosperity across all communities through strong collective action across partners.**

## **Strengthening our key sectors to drive growth, innovation, and productivity**

The strength, creativity and dynamism of Liverpool's key sectors are crucial to the city's economic success and to creating the conditions to build a sustainable economy. We will work in partnership to drive the strength of our sectors, while also addressing the challenges which hold back their full potential.

## **Health & Life Sciences**

Liverpool is a global leader in Health & Life Sciences, with a reputation for excellence in research and healthcare innovation, particularly in vaccine discovery, infectious diseases, microbiome, and digital health.

The city's education and research institutions, such as Liverpool School of Tropical Medicine and the Royal College of Physicians, serve as a hub for medical innovation and leadership. Recent initiatives, such as the Pandemic Institute, are leading efforts to tackle the UK's most pressing health challenges, while organisations like LYVA Labs are advancing the commercialisation of health innovations across the city region, supporting businesses in the sector.

Liverpool's Knowledge Quarter brings together leading medical, academic, and scientific organisations, creating a partnership-focused ecosystem to drive innovation. Launched by Liverpool City

Council, local universities and NHS trusts, this initiative is shifting global perspectives of the city internationally and securing investment in specialist developments, such as HEMISPHERE Liverpool. Through the Health Innovation Northwest Coast, Liverpool is also working with partners across the broader region to boost healthcare transformation.

**Draft for consultation**



Liverpool Knowledge Quarter

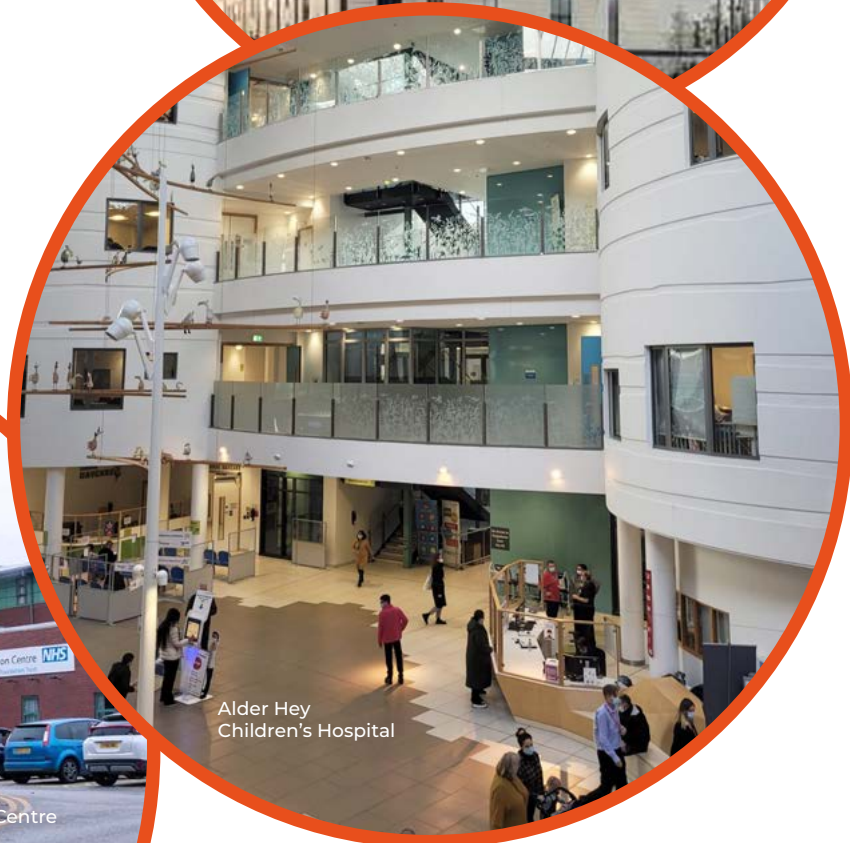


## Draft for consultation

The city region's designation High Potential Opportunity area for vaccine discovery, development and manufacturing, and the establishment of the Life Sciences Innovation zone demonstrate our city's strengths and specialisms. And, the Centre for Process Innovation's (CPI) recent expansion into Liverpool Science Park adds to our city's capabilities in this sector, alongside advanced manufacturing and pharmaceuticals.

The presence of a strong NHS Trusts network, with several teaching hospitals and specialist centres, further enhances the sector. Facilities, such as the Royal Liverpool University Hospital, the Walton Centre, Liverpool's Women's Trust, Clatterbridge Cancer Centre and Alder Hey Children's Hospital not only provide essential health services, but are also key drivers of innovation. For instance, the Walton Centre is the only specialised hospital trust in the UK focused on neurology, neurosurgery, spinal and pain management, while Alder Hey's Innovation Centre is the largest dedicated research centre focused on child health in the country.

To build on this success, we will work with partners to drive greater investment in research and development, and enhance collaboration within the sector and with other regional clusters. We are also committed to creating career pathways and progression opportunities for people from all socio-economic backgrounds, strengthening inclusion in the sector. Organisations such as Liverpool Life Sciences UTC, are already playing a critical role in nurturing future health and life science talent



## Creative & Digital

Liverpool's Creative & Digital sectors are amongst of our most vibrant and rapidly growing industries, each with its own distinct strengths but also working together in synergy. Fuelled by its rich cultural heritage and prestigious cultural institutions, Liverpool's is building a competitive edge in creative content production, particularly in music, gaming development and film, providing unique opportunities for artistic innovation.

Key initiatives are playing a vital role in achieving this. The Culture and Arts Investment Programme (CAIP), led by Culture Liverpool, funds projects that enhance our cultural landscape and enable artists to thrive. Meanwhile, the Game Changers programme is nurturing the next generation of videogame creators, and events such as FORMAT and Liverpool Slush'D are bringing together key players in the gaming and CreaTech industries.

Initiatives such as Liverpool Film Office and The Film Production Fund are providing opportunities to pursuing pathways into careers in film and TV. This is supported by major investments, such as the creation of

a new film and TV hub at the Littlewoods Depot building.

At the same time, the Liverpool City Region Music Board is working to support and grow the city's thriving music scene, promoting the integration of arts and tech to future proof our music industry, while promoting inclusion in the sector through initiatives such as the Black Music Action Group.

Educational facilities, such as the Liverpool Media Academy (LMA), are also crucial to Liverpool's creative sector growth, equipping students with the skills needed to grow in this evolving landscape. Additionally, institutions like FACT Liverpool promote digital art and culture, reinforcing the city's status as a hub for creative innovation.

This sector not only contributes to increasing the city's economic output, but also shapes the city's unique identity and vibrancy. The Baltic Triangle, a hub for many of the city's creative and digital businesses, is renowned as one of the world's 'coolest' neighbourhoods, celebrated for its diversity and energy. The success of this area, led by Baltic Creative CIC with support from the City Council, underscores how targeted investment and public-private collaboration



can drive sector-led innovation and contribute to the city's dynamic landscape.

We are committed to working with partners to further strengthen the sector. This includes developing a strong local talent pipeline, investing in R&D and cutting-edge infrastructure, and providing targeted support to help businesses scale up and embrace.

Collaboration between cultural institutions and creative & digital enterprises will also contribute to unlocking future growth opportunities.

The Depot - Liverpool Film Studio.  
Martin Freeman as The Responder - filmed in Liverpool  
Gemma Arterton as 'Funny Woman', filmed in the City Region

## Visitor Economy

Liverpool's visitor economy – its tourism offer and the services and infrastructure that support it - provides a rich mix of cultural, historical and entertainment experiences that attract millions of visitors every year, making it one of the UK's top destinations for both national and international tourists. In 2023, the city

welcomed 60.3 million visitors (including staying and day visitors), generating an economic impact of £6.25 billion (a 20.5% growth from 2022), and employing 44,859 people (39.7k FTE equivalent).

Our transport links are crucial to connecting the city region nationally and globally. With links to more than 70 destinations including to Europe and North Africa, Liverpool John Lennon airport handled 4.2 million passengers in 2023 - a 15% increase from the previous year. Similarly, Liverpool's Cruise terminal welcomed 102 cruise ships and over 186,000 passengers in the same year.

As a UNESCO City of Music and home to two major Premier League football teams,

Liverpool enjoys a unique position

nationally and globally. The city boasts key cultural assets, such as its iconic waterfront, listed buildings and historic landmarks, cathedrals, world-class museums, art galleries and theatres, and a vibrant music scene, profoundly shaped by The Beatles. Major events like Sound City, Taylor Swift Eras tour, Eurovision Song Contest 2023, River of Light




In 2023  
Liverpool  
welcomed  
**60.3m**  
visitors

An economic  
impact of  
**6.25bn**

**20.5%**  
growth from  
2021

Employing  
**44,859**  
people



Eurovision Song  
Contest 2023

**186,000**  
Cruise  
passengers  
in 2023



**102**  
Cruise  
ships in 2023

Liverpool, and its designation as European Capital of Culture in 2008 further elevate Liverpool's international profile.

Liverpool's visitor economy is underpinned by its broad retail, leisure, accommodation, food & drink offerings and night life offer, supported by significant infrastructure investments. Key assets, such as the City Council-owned M&S Arena, provide Liverpool with unique opportunities to leverage in promoting economic growth. Landmark destinations like Liverpool ONE shopping centre and the Royal Albert Dock, alongside new and planned investments, such as the new Everton Stadium (Bramley Moore Stadium), will continue to enhance this sector's vitality.

As we support growth in the sector, we need to ensure this growth is inclusive, working with partners to make sure that the benefits of tourism are shared across

all communities. This means connecting people from every neighbourhood to the city's cultural offerings, supporting local innovative and independent businesses, and collaborating to ensure jobs in the sector are accessible, high-quality, and provide opportunities for career progression. We must also build resilience in the sector and enhance the quality and diversity of our offer to protect our workforce, recognising the sector's vulnerability to external shocks, such as COVID-19. Developing a high-quality, year-round, 365-day visitor offer will be crucial to achieving this, as well as linking the Visitor Economy with other sectors, such as digital and tech, to improve productivity.

Draft for consultation



Liverpool John  
Lennon Airport  
handled  
**4.2m**  
passengers  
in 2023

Beatles Statue at  
the Pier Head



## Advanced Manufacturing

Building on Liverpool's historic strength as a manufacturing hub, this sector remains a cornerstone of the city's economy, distinguished by its innovation, skilled workforce, and international connections. Key clusters and specialisms include bio-pharma, with globally recognised brands such as AstraZeneca, CSL Seqirus, TriRx, and Pharmaron, and automotive, with Ford and Jaguar Land Rover in close proximity. Additionally, the city boasts thriving medium-sized clusters, such as food & drink, chemicals and industrial equipment.

Our world-class research assets are key to accelerating innovation in our Advanced Manufacturing sector. These include the Materials Innovation Factory and the Department for Materials, Design and Manufacturing at the University of Liverpool, the Digital Innovation Facility at Liverpool John Moores University, and the Manufacturing Technology Centre. With these institutions, combined with a skilled workforce, strong supply chain and

logistics infrastructure, and the city region's Investment Zone and Freeport status, this sector is positioned to drive the city's future innovation and productivity.

This sector also offers Liverpool the chance to lead on decarbonisation through technological innovations, including replacing fossil fuel energy generation with hydrogen, with potential for localised green hydrogen production.

Working in partnership with Liverpool's public sector, businesses, education and research institutions, there is a vast potential to accelerate growth and productivity, and further strengthen Liverpool's specialisms, networks and clusters. This includes securing a diverse and future-ready talent pipeline, attracting investment and providing the space and infrastructure the sector needs to grow, supporting local SMEs to scale up and embrace new technologies, and creating better linkages between businesses and research institutions to drive R&D and innovation.



Jaguar Land Rover manufacturing at Halewood.  
Materials Innovation Factory at University of Liverpool.

## Professional Business Services

As one of the UK's Core Cities, Liverpool is home to a vibrant Professional and Business Services (PBS) sector, with Liverpool's Commercial District serving as the key hub for many finance, legal, consultancy and tech firms. These businesses act as crucial enablers for the functioning of the city and regional economy.

The PBS sector employs over 41,000 people and contributes around 15% of the city region's GVA, securing Liverpool's position as a competitive hub for business services. With a mix of small and large firms, the sector benefits from a skilled workforce, Liverpool's strategic location, and opportunities for collaboration with the other key sectors, including creative & digital, health & life sciences, advanced manufacturing, maritime & logistics, and others. Initiatives such as the Liverpool Tech Climbers are supporting innovative tech startups by providing resources and mentorship, helping them scale and thrive within the region and promoting innovation across sectors.

We will work in partnership to support our PBS sector in achieving its full potential. While market saturation

and increasing competition pose challenges, this provides opportunities for Liverpool to explore new markets, develop new service offers, foster differentiation, and innovate to tailor support to Liverpool's wider economy. Providing early-stage support, incentivising investment in R&D and innovation, ensuring access to funding, and implementing targeted tailored interventions - particularly to the sector's SMEs and scale-up enterprises - will be key to promoting sustainable and resilient growth.

PBS sector  
employs over  
**41,000**  
people

Liverpool  
City Region is  
home to  
**12,000+**  
PBS  
companies

Contributing  
around  
**15%**  
of the City  
Region's GVA

Liverpool city centre





is expected to continue growing in the following years.

This sector not only serves as a major employer but is also crucial to connecting the local economy with international markets - 45% of North American shipping trade from the UK comes through Liverpool. Contributing to this growth, Peel Ports Group has invested £400 million constructing Liverpool2, expanding the UK's largest transatlantic port and creating one of Europe's most advanced container terminals.

Our Maritime & Logistics sector is also supported by a robust network of research institutions. The National Oceanography Centre and the Liverpool Logistics, Offshore and Marine Research Institute (LOOM) are advancing innovations across various subsectors. At the same time, Liverpool John Moores University's Marine Centre is training the next generation of international trade officers and engineers, while the Liverpool Institute for Sustainable Coasts and Oceans brings together partners to further advance research and education in these areas.

Strengthening the maritime sector's profile,

improving skills development, accelerating the adoption of green technologies, and fostering collaboration between the industry and education institutions will be critical for ensuring that this sector continues to play a key role in achieving an inclusive economy.

**45%**  
of North American  
shipping trade  
from the UK is via  
Liverpool

**1500+**  
maritime & marine  
businesses

The sector  
grew by  
**181%**  
Between 2010  
and 2019

employing  
**c48,200**  
people



## Maritime and Logistics

Liverpool's strategic position as a major port city is central to its industrial heritage and identity. Our city is home to the headquarters of several of the world's major shipping lines and has the infrastructure and capabilities to support global freight. With more than 1,500 maritime & marine businesses, and employing c. 48,200 people within Liverpool, the sector has seen a significant expansion in the last decade – an 181% increase between 2010 and 2019 – and



## Education

Liverpool's educational institutions are central to the city's inclusive development, providing the skills and knowledge needed to support growth across all sectors. The city is home to four universities, which drive research, innovation and skills development. Hosting around 64,000 students – 9,560 of whom are international – our universities not only strengthen Liverpool's global reputation but also contribute to the city's visitor economy. Additionally, institutions like the City of Liverpool College provide essential vocational training, offering a wide array of employment opportunities, and ensuring a talent pipeline that supports the city's key industries.

However, challenges persist at the foundational educational level. Performance in core subjects like Maths and English in primary education remain below national averages. We are committed to working with schools to address these gaps early and improve educational outcomes.

Strengthening engagement between schools and businesses can also play a key role in raising awareness of career opportunities.

Early education provision is also a key economic opportunity, both in terms of job creation and providing Liverpool's youth with the right tools to thrive and achieve their aspirations. Strengthening this sector and addressing its core challenges – such as attracting and retaining people – will be key to developing, attracting and retaining talent which will power Liverpool's economy.

Liverpool hosts  
**64,000**  
Students



**9,560**  
of whom are  
international

University of Liverpool,  
Victoria Building



## Built Environment

**Liverpool has a strong built environment sector, with several major development projects recently completed, under construction, or planned across the city. As a key foundational sector, development activities not only create well-paid and accessible jobs, boosting the city's economic output, but are also key to providing essential living, work, and recreational spaces for Liverpool's residents and businesses.**

Despite the challenges posed by COVID-19, Liverpool has continued to see sustained investments in major development projects, from residential to transformative commercial and cultural projects. Initiatives such as the regeneration of Royal Albert Dock, the construction of the new Everton Stadium, and the regeneration of the city's iconic waterfront, alongside many other small and large projects, continue to enhance the city's physical landscape while contributing to its economic vitality. Key projects such as Paddington Village are driving innovation in health, science, and education, while the regeneration of the historic Littlewoods Depot is transforming it into a major hub for the UK film and creative industries, and the refurbishment of Greatie Market will further provide essential and quality space for our businesses to thrive.

However, we face challenges to deliver a strong pipeline of development to support the future needs of our growing city. In the office sector, Liverpool underperforms on values and yields when compared to other UK Core Cities. At the same time low residential values, costs related to industrial land, and wider-macro economic challenges such as



EFC's Bramley-Moore stadium

inflation, impact the viability of development and the attractiveness for investors and developers to deliver at pace.

Supporting the Built Environment sector will provide significant opportunities to drive inclusive growth. We will focus on building a long-term pipeline of development projects to ensure sustainable employment for residents, moving away from reliance on short-term contracts. Collaboration between training providers and industry will ensure that these opportunities are accessible to a diverse workforce while meeting the sector's ongoing demand for skilled workers. By working in partnership, we will also ensure that local communities are involved in and benefit from development projects while promoting sustainable building practices that align with Liverpool's environmental goals.



Royal Albert Dock.  
Greatie Market.

# Building a vibrant, productive and resilient business base

**Liverpool's mission of building a resilient and inclusive economy depends on the success and growth of local SMEs, start-ups and scale-ups. Harnessing the collective power of these businesses will be key to driving innovation, creating jobs, and nurturing the city's strong entrepreneurial spirit.**

Initiatives like Baltic Ventures are supporting tech start-ups through incubation and accelerator programmes, while partnerships with organisations like Innovate UK are providing critical funding and innovation support and are instrumental in driving forward our entrepreneurial ecosystem. Also, through our Place-Based and CreaTech Business Support Programmes, we are offering specialised support across our communities, ensuring businesses receive the right support, addressing challenges, and strengthening productivity and resilience across the city.

Today, Liverpool's landscape of micro and small enterprises - with 87% classified as micro-businesses (0-9 employees), and only 1% classified as large (250+ employees) – are facing significant challenges. The overall business net growth in Liverpool has declined since 2017, highlighting the

barriers our businesses face in surviving and expanding, and revealing vulnerabilities in the resilience of our local economy. To turn this around, we will work with partners to tackle key issues, such as competition, market saturation, rapid technological change, and vulnerability to external shocks, such as COVID-19.

We are committed to creating the right environment where all businesses can thrive. This includes facilitating access to funding, promoting the adoption of new technologies, and fostering innovation, productivity and diversification. We will continue and strengthen programmes to support small and medium-sized businesses in scaling up and reaching broader markets. Providing skills development, training programmes and promoting business-to-business mentoring will further enable our businesses to build resilience and compete on a national and global stage. The City Council and Liverpool's key anchor institutions can play a key role in achieving this by integrating small businesses into local supply chains and procurement. Also, ensuring the availability of affordable, flexible, and appropriate workspaces is crucial for small businesses and start-ups to establish and grow.

We will also ensure businesses across all geographies are supported, creating vibrant high streets and neighbourhood economies to bring employment opportunities closer to people, while fostering strong, resilient communities. The VCSE sector plays a major role here, not only by providing jobs and volunteering opportunities, but also by offering essential service to Liverpool's residents, particularly in underserved areas. Partners such as Kindred are already supporting the growth of our local socially-trading businesses, which are creating positive impact in our local communities.

Liverpool ONE



Draft for consultation

## Ensuring access to skills development, employment, and career building

**A thriving, inclusive economy can only be achieved if all residents, regardless of background, have the skills and opportunities they need to succeed and fulfil their aspirations. This requires fostering a diverse, skilled workforce and ensuring people have the right support throughout their lives.**

While Liverpool has made significant progress in higher education qualifications, trade apprenticeships have seen a decline in recent years. Supporting people from early years and ensuring balanced support for both academic and vocational training will be key to addressing varied industry needs and supporting diverse career aspirations. Additionally, NEET rates continue to be a key challenge in the city, which highlights the need for targeted approaches to engaging with youth not in education, employment or training. Initiatives such as the Combined Authority's Apprenticeship Hub are critical in tackling this by offering resources, advice, and opportunities to help young people into

Access to skills and training will help residents succeed and fulfill their goals and aspirations

meaningful apprenticeships and vocational training.

We are also increasing access to training and employment support for young people with SEND (Special Educational Needs and Disabilities) through the Council's Supported Internship Programme, which connects SEND individuals with paid work placements, helping them gain valuable experience and skills while contributing to an inclusive workforce. Our Youth Guarantee initiative also reflects our aim of ensuring every young person has a path forward, whether in education, training, or employment, with targeted support that helps them transition successfully into their first job..

Liverpool in Work, another key initiative, provides personalised support to help residents overcome barriers to employment, including CV workshops, career coaching, and job matching. By linking people to employment opportunities and offering tailored support, this programme has been instrumental in reducing unemployment and improving long-term career prospects across the city.

Upskilling and reskilling our workforce will also be key to driving career progression, improving retention in key sectors, and ensuring people can adapt to changes in industry/technology. Speke Training and Education Centre (STEC) plays a vital role in this, offering courses that support local people in acquiring the skills needed for employment in sectors like construction, manufacturing, and retail, particularly in economically disadvantaged areas.

Many other partners are also leading innovative initiatives that are helping people develop new skills to unlock new career opportunities. For example, Agent Academy collaborates with universities, training providers and employers to offer targeted programmes that equip young people for careers in digital, creative, and tech industries, while The Studio School provides young people with skills to pursue career and business ventures in the digital media sector. Additionally, the BFI Film Skills Programme provides young people with skills and paid work placements in the film industry, helping to foster local talent and retain skilled graduates in Liverpool.

Supporting people facing multiple barriers to employment is a central focus of this strategy. This means understanding the specific challenges our residents and communities experience and working with partners to address this through targeted interventions. Liverpool City Council's Neighbourhood Model provides a platform for engaging closely with communities to identify and remove these barriers.

Through our partnerships with our universities, Liverpool attracts new generations of students every year from within the city, the country, and internationally. Strengthening collaboration between universities and local industries will be crucial to ensuring that graduates choose Liverpool as their home when they enter the labour market.

We are committed to working with our partners to provide residents with access to training opportunities, linking businesses with educational institutions. We aim to ensure that people can develop the skills necessary to access employment and build their careers in the city.

## Placing people at the heart of growth activity and supporting people's aspirations

**We recognise that inclusive growth starts long before someone enters the job market. These foundations are built through networks from education, family, friends and community which shape people's lives. Strengthening these networks is crucial for creating equal opportunities for all, especially for young people still in education. This includes engaging with young people from an early age and working closely with schools to showcase the current and future career pathways available. Having the opportunity to access good education, and ensuring vulnerable families receive the support they need, will be key to ensuring our youth have the tools to reach their potential.**

We will collaborate across sectors to create fair and accessible employment opportunities for all residents, in every corners of the city. This includes supporting good businesses practices and working conditions that enable people to develop their career, while also accommodating those who need greater flexibility, whether as carers, parents or due to disability. The Liverpool City Region's Fair Employment Charter provides a strong foundation for achieving this.

Leveraging the collective power of business

and investors through targeted and purposeful social value commitments is another way we can reinvest in Liverpool and build an inclusive economy. The public and private sectors need to work together to ensure that innovation, business growth, and the development of physical infrastructure contributes to the well-being of all communities, particularly those that have historically been left behind.

In addition to providing opportunities, it is crucial to nurture and support people's aspirations. This means not only opening doors to education and employment but also creating environments where people feel empowered to pursue their ambitions and are inspired to achieve their goals. We want to create a city where everyone has the chance to realise their potential, regardless of socio-economic background, family network or where they live. This means working with partners to promote targeted interventions that support female economic inclusion, such as flexible working arrangements, and enhancing childcare support, as well as promoting training, recruitment, retention and progression of people from vulnerable backgrounds. As part of the Council's role as a corporate parent, we are also committed to providing support and resources to care

leavers to improve access to opportunity and improve outcomes.

We are committed to addressing the root causes of economic exclusion, such as health-related worklessness which disproportionately affects areas with high levels of deprivation. Overcoming these disparities will require a strong collective response. Initiatives such as Liverpool's Health Determinants Research Collaboration reflect our commitment to working in partnership to understand and tackling these issues, helping inform strategies that promote better health and life outcomes.

Central to our mission is tackling the barriers for ethnic minority communities in Liverpool. Through initiatives like Liverpool City Region's Race Equality Hub, public and private partners are already working to tackle inequality and systemic injustice, and to promote inclusion and representation of our black, Asian and Minority Ethnic population.

Liverpool  
waterfront



# Maximising the benefits and strengthening our foundations

**Investing in the foundations of Liverpool is critical to achieving our mission of an inclusive economy which leaves no one behind.**

Rebooting Liverpool's regeneration was identified as one of the core priorities of the Strategic Futures Report for Liverpool. Sustained investment in regeneration is required to deliver the infrastructure which meets the current and future needs of a vibrant, ambitious and future-focused UK core city. However, it is not enough to simply build and expect benefits to flow to all.

We recognise the need to actively shape the design of opportunities in our city to push the boundaries of what is possible and maximise the benefits for our people in every corner of the city. This means creating great places in our neighbourhoods, providing quality mixed housing, enabling accessibility, building reliable and efficient transport networks, as well as delivering social infrastructure that directly benefits our communities, particularly our young people and ageing population, while driving regeneration to support the growing needs of our economy. These foundational building blocks will act as accelerators, driving our vision for an inclusive, sustainable, and productive future, and realising the

**Draft for consultation**

opportunities for communities today and generations to come.

## **Driving housing, regeneration and physical infrastructure that supports sustainable and fair growth**

Good housing is crucial to ensuring that our residents live in thriving communities with safe, sustainable, affordable and quality homes that meet their needs and support their aspirations.

Nationally, the housing market is continuing to face significant challenges in delivering quality, affordable homes which meet the needs of a growing UK. The council's 2024 Housing Strategy recognises the urgent need for more affordable and accessible housing, particularly for families and single people with complex needs. Our aim is to work with partners across the city to build at least 8,000 new homes by 2027, including 20% affordable housing to support low-income residents, our ageing population and residents with greater needs.

We know that regeneration in Liverpool is about engaging meaningfully with

the existing local community. From the conception of a project and as part of the long-term management, regeneration is about the knitting together of old and new, working alongside the existing community to reimagine a sustainable future for neighbourhoods which have experienced decades of underinvestment.



Festival Gardens



Burbo Bank offshore wind farm

Our registered providers are vital to understanding the needs of our communities, the barriers many people face on a daily basis, and will be a driving force to deliver regeneration and housing. We are committed to strengthening our partnership with registered providers to develop a joint approach to improving outcomes for communities, leveraging housing and regeneration to overcome barriers to the economy and tackle Liverpool's growing housing crisis.

Housing and regeneration also play a critical role in attracting and retaining a diverse and talented workforce to drive our economy. Regeneration and new housing will bring investment into neighbourhoods, diversifying the housing offer to support our growing city while meeting the current and future of existing residents.

Central to our vision is our goal to promote sustainability and reduce our carbon emissions. Partnerships like the Burbo Bank Offshore Wind Farm are already generating

renewable energy for hundreds of thousands of homes, while the District Heat Liverpool Waters project provides a low-carbon heating network for the city, enhancing energy efficiency. We are also working with registered providers and other partners to retrofit the homes of low-income families. Through these initiatives, we are making significant progress towards achieving a low carbon and healthier city.

We are committed to strengthening our partnerships to support the delivery of housing and regeneration across Liverpool. By working together, we will establish a joint vision, overcome obstacles, and create opportunities in the short term while building a long-term pipeline of growth. As a City Council, we will continue to collaborate with new and existing partners to realise our collective vision and ensure that housing, regeneration and infrastructure projects create a lasting impact in local communities, tackling social exclusion and promoting sustainability.



## **Improving connectivity and transport networks to increase access to jobs, services and opportunities**

Accessible transport and digital networks are essential for linking our residents to opportunities for education and skills development. These networks also connect our workforce to our vibrant business ecosystem, from start-ups in the Knowledge Quarter, to our universities and all organisations that keep our city moving by providing healthcare, community services and critical business support.

Ensuring connectivity across Liverpool, through efficient and affordable modes of transport and digital connectivity, is key to ensuring all residents can access opportunities across the city and the wider region. This includes working with the Liverpool City Region Combined Authority and other key partners to secure investment in public transport and mobility initiatives. For instance, the introduction of the Glider service, an intercity transport link, will connect communities to key destinations such as John Lennon Airport. Additionally, wider links such as the Isle of Man ferry service from Liverpool will play a crucial

role in connecting the city to surrounding regions, further boosting its economic and social integration.

Investing in connectivity plays an important role in the city's commitments set out in our Council Plan to take climate action and achieve environmental sustainability. The council is committed to reducing our direct emissions by 2030, and we will work with partners to promote decarbonisation across all sectors. By fostering a sustainable shift in the use of transport, we will ensure long-term environmental sustainability, while improving our residents' health and wellbeing through clean air and making our city easier to access by foot and bike. We are already making steps towards this through our EV charging programme and our green travel routes. In 2023 we introduced 300 new EV charging ports which set the total number to 450 and by 2027 we will establish a total of 2,000 EV points in the city.

Poor digital access is closely related to deprivation in Liverpool, compounding the disadvantages facing many of our residents and limiting their opportunities to access education, skills and training. As we look toward a future shaped by automation and rapid technological change, ensuring that

our residents are digitally connected and equipped with the right tools to engage in an increasingly digital world will be essential to realise an inclusive economy.

We are working in partnership with Liverpool City Region Combined Authority to support the roll out of their Digital Programme [No LCC specific digital strategy available] and Digital Inclusion Network to support the regional commitment to make Liverpool one of the most digitally connected areas in the UK. We will also continue to support the City Region to advocate for greater devolution of powers and funding, to invest in the transport improvements our city and region need to be better connected. We will also work with other northern core cities to drive national commitments to long-term investment, connecting cities in the north with the rollout and expansion of schemes such as £19.8 billion through Network North [Note this is likely to change under Labour and should reflect the new policy commitments in the Autumn Statement].

## **Enhancing social, community and cultural infrastructure to build cohesive and resilient communities**

The long-term investment in and delivery of social and community infrastructure across Liverpool is crucial to building a city where everyone can thrive. This provides the foundational support that enables all residents to engage meaningfully with opportunities, fostering a sense of belonging, strengthening networks, and ensuring that no one is left behind.

Liverpool faces significant health inequalities, which are starkly highlighted in our Health 2040 report. Factors such as income disparity, employment conditions, and access to quality housing, pose a major barrier to achieving an inclusive Liverpool. Addressing the health and wellbeing of our residents is essential to improve quality of life and to ensure that all residents can benefit from of future growth.

Nationally, years of underinvestment and austerity have taken a toll. The closure of libraries, community centres, youth services, and important healthcare provisions, such as dentistry, have disproportionately affected our most deprived communities. Amid low investment and increasing

pressure on critical services, it is families and communities who are most negatively impacted, with the line between coping and falling into deeper deprivation growing thinner, exacerbating social and economic divides.

Social and community infrastructure plays a key role in bridging the gaps in opportunity and access across the city. It supports residents by offering essential services that contribute to their well-being, including healthcare, education, and community support. These services are particularly important for vulnerable groups and underserved communities, ensuring that all people have the support they need. Liverpool's VCSE sector is a key partner in achieving this, alongside our employers and investors.

Liverpool City Council has invested in the delivery of a Neighbourhood Model, designed to support a targeted, place-based approach to delivering services across the city, aiming to bring resources closer to the communities that need them most. By adapting to the unique needs of each neighbourhood, the Council is committed to ensuring that every resident has access to high-quality support and infrastructure,

regardless of where they live.

## **Building a city that is accessible to all**

Accessibility is essential for Liverpool's inclusive future, ensuring every resident, business and visitor can feel the benefit of our economy, regardless of socio-economic background, age, physical and mental ability, ethnicity, gender, or sexuality.

Making our city accessible to all is not just a matter of equity – it is essential for fostering creativity and innovation, nurturing social networks, and boosting growth.

Embedding accessibility is strongly linked to raising aspirations and showcasing opportunities for both existing and incoming residents. It sends a powerful message: that Liverpool is a city where everyone can belong, contribute, and succeed. This diversity fuels innovation and creativity, making Liverpool a vibrant and dynamic place to live, work, and invest in.

Liverpool, with its unique blend of history, culture, and innovation, is a hub of ideas – a place where creativity and momentum can drive our collective efforts towards an inclusive economy. This is already a major draw for people choosing to live and work here. Our city's maritime heritage, sporting prowess, music and vibrancy are

key components of our globally recognised brand. However, to fully leverage these strengths, we must ensure that everyone can engage with and benefit from them. By offering accessible events, cultural assets and experiences, we will continue to attract residents and visitors, ensuring everyone can engage in the opportunities across the city year-round. Our emerging City Centre Mobility Strategy is a key part of this effort, focused on improving access to transport, walkability, and safer cycling routes, making it easier for all residents and visitors to move around our vibrant city centre.

Liverpool City Council is committed to working across public and private sector partners to embed accessibility in all city activity. We are dedicated to ensuring that all voices across the city are heard, while designing infrastructure, services, and opportunities with inclusivity in mind, enabling everyone to participate. Through leadership and partnership, the Council is driving forward a vision of a truly accessible and inclusive Liverpool, where these values are reflected in all aspects of our city's growth and development.



**We recognise the challenge ahead, and the purposeful collective action which will be required across all partners to realise the future we envision for Liverpool. We will rewire how partners come together to pull in the same direction, moving towards our shared mission to deliver a stronger and more inclusive economy for people across Liverpool.**

**To achieve this, our delivery plan sets out a framework for action and commitments for Liverpool City Council and our partners across the city.**

**We will also establish a framework to measure our progress, to ensure that our strategy is delivering tangible results for our residents. We will continue to work in partnership with the public sector, businesses, voluntary and community organisations, fostering shared accountability and making sure that the voices of Liverpool's diverse communities are at the heart of every decision.**

## LCC commitments

*As per agreed timetable, this section will be complete following further development work in early/mid 2025*

## Summary of delivery plan

Draft for consultation

*As per agreed timetable, this section will be complete following further development work in early/mid 2025*