



**Priority 1: Where strong & safe communities  
can shape their future**

Focus	Delivery	Key Objective	Headline Action	Summary	Partnership/ Organisation	Lead Officer/ Organisation	Timescale
Internal	Strategic	Culture strategy local identity	Culture & Creativity Strategy	A Boroughwide Strategy as part of the legacy from Borough of Culture. Cuts across many areas of Knowsley's 2030. Includes, for example: increased participation by Knowsley residents in cultural opportunities; visitors to Knowsley; growing and developing creative sector; volunteering; event programmes; gallery exhibitions and projects; heritage programmes; placemaking; regeneration; education; health and wellbeing. Fundamental will be securing funding (eg. Arts Council England, National Lottery Heritage Fund, other Lottery distributors, trusts and foundations, sponsorship, etc).	KMBC - C&N	Paula Williams (KMBC)	2022/23

Internal	Strategic	Strong community	Volunteers - green space	To encourage and support local residents to volunteer their support to undertake parks and green space community-led initiatives in their local areas. Develop a Boroughwide "Friends of Group" Forum and training and support programme for volunteers. Support Allotment Associations.	KMBC - C&N	Caroline Holmes (KMBC)	2022/23
Internal	Operational	Strong community	Community Asset Transfers	Implementation plan and identify further feasible opportunities	KMBC - C&N	Andrea Cooper (KMBC)	Mar-23
Internal	Strategic	Strong community	Environmental Strategy	<ul style="list-style-type: none"> <li>• Develop and adopt the Knowsley Playing Pitch Strategy</li> <li>• Update the Environmental Policy</li> <li>• Develop a Sports Development Strategy</li> <li>• Undertake a review and develop a Green Space Strategy</li> <li>• Undertake a Green Space Audit</li> </ul>	KMBC - C&N	Caroline Holmes (KMBC)	Mar-23
Partnership	Strategic	Strong community	Youth Investment Fund	Youth Investment Fund for capital investment into facilities in support of Knowsley's Offer	Partnership - KMBC - C&N, Children's with One Knowsley, Merseyside Youth Association	Julie Moss (KMBC)	Sep-22
Internal	Strategic	Culture strategy local identity	Public Art Strategy	Develop and deliver, linked to regeneration	KMBC - C&N	Paula Williams (KMBC)	Prescot/Huyton 2022/23 2023 - 25 remaining areas

Partnership	Strategic	Multi-agency - tackle crime	Knowsley Domestic Abuse Strategy 2022-25	Priorities: workforce development, victim focus, effective intervention, early intervention and prevention, accommodation support, perpetrator support and challenge, workplace policies, social and community awareness	Partnership - Community Safety Partnership	Ian Wilman (KMBC)	2022/23 then ongoing
Partnership	Strategic	Strong community	Knowsley Offer co-produced with all partners and community	To include: (i) partners offer to the community (inc consultation with community); (ii) partner offer to businesses; (iii) community offer - what they will do (inc engagement with community); (iv) business offer - what they will do; (v) longer term engagement to encourage behaviour change on specific 2030 priorities/ sticky issues	Partnership - KMBC/ all	James Duncan/ Andrew Donaldson (KMBC)	2022/23 (offer), ongoing (behaviour change)
External	Strategic	Strong community	Court Hey development	Support better development, liaison, representation and working in partnership with VCFSE sector and across sectors	Partnership - One Knowsley	Racheal Jones (One Knowsley)	2022 onwards
External	Strategic	Strong community	LCR BAME Equalities	Driving conditions for growth for BAME communities	Partnership - One Knowsley	Racheal Jones (One Knowsley)	2022 onwards
External	Strategic	Strong community	Social Impact Programmes	Social impact programmes delivered directly by Livv and in partnership with KMBC as part of the Hardship Fund. Including a focus on mental health and wellbeing programmes and younger people	Livv	Amanda Newton (Livv)	Ongoing

External	Strategic	Knowsley is and feels safe	Domestic Abuse intensification period	Nov - Dec 21 - intensification period focussing on events/briefings around DA, coercive and controlling behaviour, criminal exploitation and MACE (including evidence gathering/ recording)	Merseyside Police	DCI Paul Grounds (Merpol)	2021-22
External	Strategic	Knowsley is and feels safe	Harm to Hope Strategy	10-year drugs plan to cut crime and save lives	Merseyside Police	Andrew Donaldson (KMBC)	2022-30
External	Strategic	Knowsley is and feels safe	Merseyside Police Operating Model Review	Review of the Current Merseyside Police Operating Model to ensure it is the most effective option for the Community of Merseyside	Merseyside Police	Supt Karl Baldwin (Merpol)	Autumn 2022
External	Operational	Knowsley is and feels safe	Operation Stonehaven	Key element of Project Medusa identifying preventative community based collaborative projects which promote diversionary interventions and supporting victims, families and those at risk from exploitation and/ or work with local communities and partners to raise awareness of county lines, increase intelligence sharing and reduce opportunities for criminality	Merseyside Police	Supt Phil Mullally (Merpol)	2022-23
External	Operational	Knowsley is and feels safe	Operation Target	Force response to reducing serious violence - Knowsley contributes to activity across a 4P plan with a real focus on those u25 involved in serious violence / knife crime or those u25 most at	Merseyside Police	Supt Phil Mullally (Merpol)	2022-23

				risk of becoming a victim of serious violence			
External	Strategic	Knowsley is and feels safe	Violence Reduction Unit (VRU)/ Violence Reduction Partnership (VRP) continuing work	Look at early intervention and whole families approach to reducing serious violence. Working with the Peer Action Collective to ensure young people feedback into the VRP and the development of our programmes	Partnership - Merseyside Police with Violence Reduction Partnership/ Community Safety	C/Supt Andy Ryan (Merpol)	2022-23
External	Operational	Multi-agency - tackle crime	Policing - preventative approach across all areas of business	Give the community a voice on key issues relating to policing approaches, crime and vulnerability through advisory groups and scrutiny panels. Work in partnership to prevent offending and reduce re-offending	Merseyside Police	C/Supt Andy Ryan (Merpol)	2022
Partnership	Operational	Multi-agency - tackle crime	Project Adder - managing drug misuse	Effective treatment, with enhanced treatment and recovery provision. Working alongside KMBC and other stakeholders within the borough to ensure a collaborative approach to prevention linked to drug misuse	Partnership - Merseyside Police with KMBC and other partners	Supt Phil Mullally (Merpol)	2024
External	Operational	Knowsley is and feels safe	Project Medusa - County Lines	Focused on those involved in the movement and supply of drugs - aims to dismantle the business model of County Lines that often sees young people exploited and trafficked to deal drugs. Working alongside colleagues in Protecting	Merseyside Police	Supt Phil Mullally (Merpol)	2022-2023

				Vulnerable People Unit (PVPU) to identify police interventions visible and covert) including deployment County Lines Taskforce to bring perpetrators to justice and safeguard vulnerable people.			
External	Operational	Multi-agency - tackle crime	Protecting Vulnerable People (PVP) Operations and Investigations	Criminal Exploitation/ Serious Organised Crime (SOC) operations - ongoing and planned including joint working. Modern day slavery (MDS) investigations implemented to identify those targeting vulnerable youths. Seeking funding re: diversionary opportunities for those in MACE/identified at high-risk CE/Child Sex Exploitation (CSE). Pan Merseyside Multi-Agency Response to Threat, Harm and Risk) MARTHR being developed to tackle CE Perpetrators and locations/businesses of concern	Merseyside Police	DCI Paul Grounds (Merpol)	2022-23
External	Operational	Multi-agency - tackle crime	Reinvestment of Proceeds of Crime Act (POCA) seized assets	To run schemes including Community Cashback and Participatory Budget Events which enable grass roots groups and organisations to provide diversionary activities and services that help prevent crime, ASB and vulnerability	Merseyside Police	Mike Berry, Office of the Police and Crime Commissioner (Merpol)	2022-23

External	Operational	Multi-agency - tackle crime	Serious and Organised Crime Local Policing (SOCLP) - team and meeting	Knowsley LP Community Team have refreshed and reinstated the monthly SOC meeting	Merseyside Police	Supt Karl Baldwin (Merpol)	Complete
External	Strategic	Knowsley is and feels safe	Serious violence funding through Home Office "GRIP"	Funding to implement a problem oriented approach to reduce Serious Violence in communities / open spaces through an objective, scanning, analysis, response and assessment (OSARA) methodology	Merseyside Police	Supt Phil Mullally (Merpol)	2022-23
External	Strategic	Knowsley is and feels safe	Home Safety Strategy	To reduce the risk of fire in the home, Merseyside Fire & Rescue Service target the most vulnerable people within the community. The Home Fire Safety Check is targeted at households in deprived areas where the resident is known to be over 65 and offers advice and free smoke alarms to assist them. For more vulnerable people, the Safe and Well visit is a far more in depth visit from our advocate team who not only assess the risk of fire but enable pathways for people to live better lives, smoking cessation advice and referrals for example. All this work is to ultimately reduce incidents of dwelling fire and any resultant deaths and injuries.	MFRA	John Fielding (MFRA)	Ongoing

Partnership	Strategic	Strong community	Stronger Communities model and strategy	Establish the Stronger Communities Steering Group to oversee the direction and delivery of the Stronger Communities delivery plan. The “Year One” delivery plan includes a focus on community sector capacity building, and behaviour change	Partnership - Stronger Communities Group	Andrew Donaldson (KMBC)	Complete
Partnership	Strategic	Knowsley is and feels safe	Community Safety Plan - Protecting vulnerable victims	Aim: to support victims of crime and their children, as well as tackling those who perpetrate crime.  Key Priority 1: protecting vulnerable victims	Partnership - Community Safety Partnership	Ian Wilman (KMBC)	2022/23 then ongoing with annual refresh
Partnership	Strategic	Knowsley is and feels safe	Community Safety Plan - Exploitation of children	Aim: to support victims of crime and their children, as well as tackling those who perpetrate crime.  Key Priority 2: exploitation of children	Partnership - Community Safety Partnership	Ian Wilman (KMBC)	2022/23 then ongoing with annual refresh
Partnership	Strategic	Knowsley is and feels safe	Community Safety Plan - Domestic abuse	Aim: to support victims of crime and their children, as well as tackling those who perpetrate crime.  Key Priority 3: domestic abuse	Partnership - Community Safety Partnership	Ian Wilman (KMBC)	2022/23 then ongoing with annual refresh
Partnership	Strategic	Knowsley is and feels safe	Community Safety Plan - Serious and organised crime	Aim: to support victims of crime and their children, as well as tackling those who perpetrate crime.	Partnership - Community Safety Partnership	Ian Wilman (KMBC)	2022/23 then ongoing with annual refresh



				Key Priority 4: serious and organised crime			
Partnership	Strategic	Knowsley is and feels safe	Community Safety Plan - ASB	Aim: to support victims of crime and their children, as well as tackling those who perpetrate crime.  Key Priority 5: ASB	Partnership - Community Safety Partnership	Ian Wilman (KMBC)	2022/23 then ongoing with annual refresh
Partnership	Strategic	Knowsley is and feels safe	Community Safety Plan - Offenders	Aim: to support victims of crime and their children, as well as tackling those who perpetrate crime.  Key Priority 6: Offenders	Partnership - Community Safety Partnership	Ian Wilman (KMBC)	2022/23 then ongoing with annual refresh
Partnership	Operational	Knowsley is and feels safe	Safer Women at Night	OPCC have funded the intervention for a further year - Funding is for marketing / publicity campaign to raise awareness and engage licensing trade	Partnership - Community Safety Partnership		Mar-23
Internal	Operational	Strong community	Green space development programme	Includes Bowring, Court Hey Park, KGV Huyton site, Headbolt Lane, Halsnead garden Village	KMBC - C&N	Caroline Holmes (KMBC)	2022/23
External	Strategic	Strong community	Business Watch, Kirkby Industrial Park	Help business resilience, share intelligence and support campaigns e.g. Cyber Security, Mischief Night, Ask Angela	Partnership - Knowsley Chamber, Merseyside Police, businesses, MFRS	Inspector Mark Berry (Merpel)	Starts Feb 2022

Internal	Operational	Multi-agency - tackle crime	Prevention Service	Children's - providing an early help offer to children at risk of ASB, crime and exploitation	KMBC - Children's	Jo Parry (KMBC)	Dec-22
External	Operational	Knowsley is and feels safe	Domestic Violence capacity building for VCSFE	Upskilling and capacity building for sector	Partnership - One Knowsley	Paula Kearns (One Knowsley)	2022-23
External	Operational	Culture strategy local identity	Heritage Fund microgrants - 2 year programme	Capacity building VCFSE to extend reach of heritage into communities through microgrant programme	Partnership - One Knowsley	Liz Mann (One Knowsley)	2022-23
Internal	Operational	Knowsley is and feels safe	Community Safety Locality Working	Develop & embed the local model to ensure that addressing problems/challenges in locality areas is driven by insight/intelligence and data	KMBC - C&N	Ian Wilman (KMBC)	Dec-22
External	Strategic	Strong community	LCR Chrysalis funding - Community Wealth Building		Partnership - One Knowsley		
External	Strategic	Strong community	LCR Chrysalis funding - Supporting Volunteer Management		Partnership - One Knowsley		
External	Operational	Strong community	Volunteering Digital Platform		Partnership - One Knowsley		
Partnership	Strategic	Strong community	Volunteering/ Behaviour Change Strategy	Support growth of borough-wide volunteer strategy & platform	Partnership - One Knowsley	Andrew Donaldson (KMBC)	

					Knowsley Council		
Partnership	Operational	Culture strategy local identity	Borough of Culture programme 2022	Deliver events programme, including community development & engagement programme throughout 2022. Ensuring that this creates a confidence and enthusiasm for residents, for culture and wider participation	Partnership - Borough of Culture Steering Group	Paula Williams (KMBC)	2022/23
External	Operational	Knowsley is and feels safe	Operation Rain	Merseyside Police operation to pursue, prevent, protect and prepare against three identified threat streams within Knowsley 1. Serious Organised Crime, County Lines and Criminal Exploitation in the Westvale Area of Kirkby 2. Criminal Exploitation, ASB and vulnerability within the Prescot Area 3. Seasonal summer violence trends during the summer	Merseyside Police	Supt Karl Baldwin (Merpol)	May 22-23
External	Operational	Multi-agency - tackle crime	Operation Bollard and Operation Snow	Collaborative approach between Merseyside Police and KMBC, through the SHIELD Team, to Child Criminal Exploitation within Kirkby and Prescot	Merseyside Police & KMBC	D/Inspector Alyson Keenan (Merpol)	2022-23
External	Operational	Strong community	Support capacity building of the voluntary and community sector through bitesize and	Knowsley Community College - One Knowsley	Knowsley Community College	Simon Pierce/Mark Doyle (StH&KCC)	2022/23

			flexible learning opportunities				
External	Strategic	Knowsley is and feels safe	Merseyside Police Operating Model Review	Review of the Current Merseyside Police Operating Model to ensure it is the most effective option for the Community of Merseyside	Merseyside Police	Supt Karl Baldwin (Merpol)	Autumn 2022
External	Strategic	Knowsley is and feels safe	Violence Reduction Partnership	Funding extended for 3 years	Merseyside Police	D/Supt Siobhan Gainer (Merpol)	2025



**Priority 2: Where people are active and healthy,  
and have access to the support they need**

Focus	Delivery	Key Objective	Headline Action	Summary	Partnership/ Organisation	Lead Officer/ Organisation	Timescale
Internal	Strategic	People enabled to be active	Parks and Green Space Action Plan	Refreshed strategy linked to Offer and improving physical activity	KMBC - C&N	Caroline Holmes (KMBC)	Jan-23
Internal	Strategic	People enabled to be active	Sports Development and Physical Activity Action Plan	Develop and implement - Boroughwide approach to supporting increased physical activity	KMBC - C&N	Andrew Donaldson (KMBC)	Dec-22
Internal	Strategic	Focus on early intervention	Youth Offer	Merseyside Youth Association Ltd. (MYA) commenced the new Youth Service 1st Feb 2022 consisting of Detached Youth Work and Targeted 1:1 interventions. Youth Community Fund is due to be launched pending final approval. This will be circulated widely to all local organisations and groups to apply	KMBC - Children's	Julie Moss (KMBC)	Ongoing
Internal	Strategic	Focus on early intervention	Asset Based Approach	Strengthen systems and processes to enable people to take greater control over their care and support arrangements, including embedding an asset	KMBC - HASC	Jenny Rollinson (KMBC)	2022

				based approach which promotes prevention, independence and self-care			
Internal	Strategic	Access to personal services	Transformation of Adult Provider Services - Day Services	<p>Continue on-going transformation of provision including:</p> <p>Review the offer at each of the bases ensuring ongoing operational focus on delivery to the most complex service users;</p> <p>Ensure pathways into the service are effective and develop ability to manage demand and create further flexibility in the service offer;</p> <p>Determine best practice and where change/development is required;</p> <p>Link to ongoing work for quality improvement and best practice;</p> <p>Link to building assets analysis;</p> <p>Report on findings and recommendations for required changes</p>	KMBC - HASC	Jenny Rollinson (KMBC)	Apr-23
Internal	Strategic	Access to personal services	Review of Respite Provision	Review the current approach to / model of respite and develop a plan that responds to the changing needs of service users and their carers for older adults, working age adults and young people transitioning from Children's Services	KMBC - HASC	Jenny Rollinson (KMBC)	Sep-23

Internal	Strategic	Most vulnerable supported	Embed an Assistive Technology first approach within Adult Social Care	Ensure the Assistive Technology offer is and remains fit for purpose as the kit and associated service offers evolve, and ensure an Assistive Technology first approach is embedded as part of embedding asset based approaches to assessment	KMBC - HASC	Jenny Rollinson (KMBC)	Ongoing
Internal	Strategic	Access to personal services	Behavioural Insight approach across Public Health	Develop interventions & re-orientate services to better meet the needs of residents	KMBC - HASC	Sarah McNulty (KMBC)	Mar-23
Internal	Strategic	Access to personal services	Dementia Strategy	Develop a new Dementia Strategy for Knowsley with a SMART action plan and an associated performance dashboard to monitor activity and improved outcomes	KMBC - HASC	Jenny Rollinson (KMBC)	Mar-23
Internal	Strategic	Access to personal services	Falls and fracture prevention	Develop and implement action plan inc new Falls and Fracture Prevention Service and Safe and Steady Programme	KMBC - HASC	Jenny Rollinson (KMBC)	Complete
Internal	Strategic	Access to personal services	Healthy Weight Strategy	Refresh of healthy weight strategy and updated action plan	KMBC - HASC	Sarah McNulty (KMBC)	Mar-23
Internal	Strategic	Access to personal services	Intermediate Care	Develop an alternative and flexible delivery model to support avoidable admissions to hospital and to support timely hospital discharge and improved outcomes	KMBC - HASC	Jenny Rollinson (KMBC)	Sep-24

Partnership	Strategic	Focus on early intervention	Best Start for Life and Family Hubs	Creation of a new programme of work designed to support early years. Significant part of this will be the development of Family Hubs model of services for the first 1001 days of life	Partnership - Best Start for Life Group (new) - KMBC, Wirral Community Health NHS Trust, maternity service partners	Julie Moss (KMBC)	Jul-25
Partnership	Strategic	Most vulnerable supported	Health and Wellbeing Board priorities	<p>Health and Wellbeing Strategy has two priorities - mental health and addressing inequalities. The HWB have selected the below topics as priority areas in addressing inequalities. Knowsley is also part of the Marmot Community work led by Cheshire &amp; Merseyside:</p> <ol style="list-style-type: none"> <li>1. Cost of living and hardship (to include winter preparedness)</li> <li>2. Physical activity</li> <li>3. Employment</li> <li>4. Housing</li> <li>5. Community safety</li> <li>6. Best start to life</li> <li>7. Mental health</li> <li>8. Targeted, local approach in a specific ward</li> </ol>	Partnership - Health and Wellbeing Board	Richard Holford (KMBC)	2022-23



Partnership	Strategic	Access to personal services	Carers Strategy	In partnership with ASC and partners- develop the action plan (Sept 21) and implement priorities for year one (from March 22)	Partnership - KMBC/ partners	Jenny Rollinson (KMBC)	2022/23
Partnership	Strategic	Most vulnerable supported	Health inequalities - reducing	Develop & implement a local systematic partnership approach to addressing Health Inequalities inc local Marmot priorities, Prevention Concordat for Better Mental Health	Partnership - Knowsley Healthier Together Board	Alison Lee (ICS)	2022 onwards
Partnership	Strategic	Focus on early intervention	Lung Cancer awareness programme - Kirkby	Focus on supporting local people to recognise the signs and symptoms of lung cancer in Kirkby, where rates are highest	Partnership - One Knowsley	Racheal Jones (One Knowsley)	2022
Partnership	Strategic	Transformation for better health and care outcomes	Mental Health Resilience VCFSE network	To enable joined up community interventions	Partnership - One Knowsley	Paula Kearns (One Knowsley)	2022 and ongoing
Partnership	Strategic	Transformation for better health and care outcomes	Social Prescribing Strategy	Improving the quality of patient care and health outcomes and bringing core primary services together to enable greater provision of proactive, personalised, co-ordinated and more integrated health and social care in our communities	Partnership - One Knowsley	Debbie Bennett (One Knowsley)	2022 and ongoing
Partnership	Strategic	Transformation for better health and care outcomes	Care Communities for perinatal mental health - national pilot	Develop this pathway for communities	Partnership - One Knowsley, PCN Kirkby, KMBC Public Health	Debbie Bennett (One Knowsley)	2022 and ongoing

Partnership	Strategic	People enabled to be active	Sports and Physical Activity Strategy - actions	To provide facilities/ infrastructure to encourage sport and physical activity and to increase participation	Partnership - Sports and Physical Activity steering group (emerging)	Andrew Donaldson (KMBC)	2022 onwards
Partnership	Strategic	Focus on early intervention	Employment for Healthier Lives Programme	Focus on the redesign of employment services and the development of an enhanced approach to labour market programme delivery that has public health at its core	LCRCA	Rob Tabb (LCRCA)	Mar-24
Partnership	Strategic	Most vulnerable supported	Plan for Prosperity	Sets out focus on addressing health inequalities in LCR, in particular with a commitment to a 'health in all policies' approach	LCRCA	Jenny Rollinson (KMBC)	Ongoing
Internal	Strategic	Access to personal services	Fair Cost of Care and Market Sustainability	Produce Fair Cost of Care Model, provisional Market Sustainability Plan and Spend Report and implement revised fees and charges for 2023/24 in response to the outcome of the Fair Cost of Care exercise	KMBC - HASC	Jenny Rollinson (KMBC)	2022/23

Internal	Strategic	Access to personal services	Ensure readiness for Regulatory Reform	Ensuring that Adult Social Care strengthens Care Act compliance including a robust evidence base ahead of the upcoming changes to regularity reform and future CQC inspections which are due to begin from April 2023	KMBC - HASC	Jenny Rollinson (KMBC)	2022/23
Internal	Strategic	Access to personal services	Ensure readiness for Digital Reform	Contribute to the Development of the C&M Digital Strategy, review, refresh, retender and implement key systems as required to respond to emerging digital requirements of reform in readiness for Digital Reform	KMBC - HASC	Jenny Rollinson (KMBC)	2022/23
Internal	Strategic	Access to personal services	Ensure readiness for Charging Reform	Implementation of the charging reforms. Supporting self funders and existing service users to transition to care accounts and to work with system providers to implement these changes	KMBC - HASC	Jenny Rollinson (KMBC)	Oct-23
Partnership	Strategic	Access to personal services	Knowsley Healthier Together priorities	Improving access to general practice, reducing avoidable hospital attendances and admissions, creating a single and simple front door to advice, guidance and support and our focus on Northwood	Partnership - Knowsley Healthier Together Board	Alison Lee (ICS)	2023 onwards

Partnership	Strategic	Transformation for better health and care outcomes	Enable greater independence for adults and older people in their own homes and local environment.	<ul style="list-style-type: none"> <li>• We will implement a virtual ward service model in Knowsley to “go live” by the Autumn of 2022/23</li> <li>• We will deliver the enhanced health in care homes model</li> <li>• We will deliver better quality value and patient experience from community services to support people with heart disease and respiratory conditions. This will build on the additional investment made by the NHS in Liverpool Heart and Chest Hospital</li> <li>• We will deliver our existing commitment to review intermediate care provision in Knowsley. We will ensure that it is fit for purpose and enables greater independence for adults and older people by supporting them to return to their own homes and local environment whenever possible</li> </ul>	Partnership - Knowsley Healthier Together Board	Alison Lee (ICS)	2022/23
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Partnership	Strategic	Focus on early intervention	Work together for brighter futures for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background.	<ul style="list-style-type: none"> <li>• We will deliver the key milestones in our Special Educational Needs &amp; Disabilities action plan with the intention of removing the Statement of Action. The work of the ICB here is focused on: <ul style="list-style-type: none"> <li>o Improving the neuro-development pathway so that the backlog waits for children and families are cleared by January 2023 and overall waiting times reduced to 30 weeks or less</li> <li>o Supporting the Local Authority and Wirral Community Health and Care (WCHC) NHS Foundation Trust to improve the 0-25 service</li> <li>o We will work with the Local Authority on the development of Children's Hubs in the Borough to support children and families to get the best start in life</li> </ul> </li> </ul>	Partnership - Knowsley Healthier Together Board	Alison Lee (ICS)	2022/23
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Partnership	Strategic	Transformation for better health and care outcomes	Work together to enable all residents to live long and healthier lives.	<ul style="list-style-type: none"> <li>• We will, as a Marmot community, focus our work in Northwood, Kirkby our most deprived electoral ward. This is an asset-based approach to reducing health inequalities and improving health care and will be co-produced with the people who live, work and volunteer in Northwood. Through this we will develop a Knowsley approach to health improvement. Specific deliverables for 22/23: <ul style="list-style-type: none"> <li>o Recruit a project manager from within the local community</li> <li>o Produce an asset map of Northwood (buildings, people, resources, groups etc)</li> <li>o Co-produce reports into how to improve GP access and urgent care for the people of Northwood</li> </ul> </li> </ul>	Partnership - Knowsley Healthier Together Board	Alison Lee (ICS)	2022/23
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Partnership	Strategic	Access to personal services	Work together to mitigate the impact of cost-of-living increases on our population	<ul style="list-style-type: none"> <li>• We will work together to mitigate the potential impact of cold homes and fuel poverty on our population and health and care services in Winter 2022/23. We will: <ul style="list-style-type: none"> <li>o Complete the baseline assessment tool for Excess winter deaths and illnesses associated with cold homes (NICE public health guideline NG6) and bring recommendations to Knowsley Healthier Together Board</li> <li>o Identify a local strategic lead for fuel poverty and support them to implement agreed recommendations</li> <li>o Use local Population Health Intelligence to target those cohorts who are at greater risk of fuel poverty and ill health, developing campaigns and targeted interventions with your Community and Council partners</li> </ul> </li> <li>• We will support the work and recommendations of the Health and Wellbeing Board following the deep dive in September 2022</li> </ul>	Partnership - Knowsley Healthier Together Board	Alison Lee (ICS)	2022/23
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Internal	Operational	Most vulnerable supported	Shared Lives	In conjunction with Shared Lives plus, continue to expand the Shared Lives offer to include support to young people transitioning to Adult Social Care and those with low level mental health needs	KMBC - HASC	Jenny Rollinson (KMBC)	Mar-23
External	Operational	Transformation for better health and care outcomes	Mental Health and Wellbeing - Advisory Services	Signposting and support for tenancy management that enables people to stay happy and healthy in their homes	Livv	Amanda Newton (Livv)	Ongoing
External	Operational	Most vulnerable supported	Support for the vulnerable - targeted customer interventions	Signposting and support for tenancy management that enables people to stay happy and healthy in their homes	Livv	Amanda Newton (Livv)	Ongoing
Partnership	Operational	Focus on early intervention	Child on Parent/Carer Abuse Guidance	Development of multi-agency structure and interventions/ support to agencies to address	Partnership - Violence Reduction Partnership	D/Supt Siobhan Gainer (Merpel)	2022-25
Partnership	Operational	Most vulnerable supported	Protecting Vulnerable People (PVP) work	SOS refresher training for Child Protection(CP) staff and sergeants. CPD delivered to all Detective Sergeants on quality supervisor oversight of CP investigations. Development of training re: Honour Bases Abuse and Female Genital Mutilation	Partnership - Merseyside Police and KMBC - Children's	DCI Paul Grounds (Merpel)	2022-23



Partnership	Operational	Focus on early intervention	CPD Domestic Abuse Intensification for partner agencies (PVP)	Partner briefings/ trainings re: domestic homicide reviews and the links to suicide. Joint Agency DA suicide prevention working group in place since June 21 - working in partnership to understand and prevent suicide in domestic abuse and to formulate an action plan to achieve the objectives pan Merseyside. The group looked at the key findings from the work of Kent and Medway Suicide Prevention Team in highlighting the links between domestic abuse and suicide	Partnership - Merseyside Police, local domestic abuse services, Community Safety Partnership, ASC, CCG, Champs, Open University.	DCI Paul Grounds (Merpol)	2021-22
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Partnership	Operational	Focus on early intervention	Early Help work (VRP) - continuation	Continue with the early help work that has already been undertaken by the VRP. Identify interventions that can support expectant mothers and wider family	Partnership - Violence Reduction Partnership	D/Supt Siobhan Gainer (Merpol)	2022-25
External	Operational	Focus on early intervention	Prevention	Deliver an improved Early Help offer for the residents of Knowsley, helping to signpost and support those who fall outside of statutory provision to prevent escalation in issues. Work in partnership to deliver a preventative, public health approach to solving problems for individuals, families and communities	Merseyside Police	C/Supt Andy Ryan (Merpol)	2022
Partnership	Operational	Focus on early intervention	Trauma Informed Practice training (VRP)	Trauma informed practice training to be rolled out to front line agency staff over the next 3 years by the VRP – currently in development with Merpol	Partnership - Violence Reduction Partnership	D/Supt Siobhan Gainer (Merpol)	2022-25
External	Operational	Transformation for better health and care outcomes	Social Impact Programmes	Social impact programmes delivered directly by Livv and in partnership with KMBC as part of the Hardship Fund. Including a focus on mental health and wellbeing programmes	Livv	Amanda Newton (Livv)	Ongoing
External	Operational	Most vulnerable supported	Mental Health Advisory Team	Supporting customer with MH issues to sustain their tenancies - dedicated MH Advisory Team and a commissioned clinical support function	Livv	Amanda Newton (Livv)	Ongoing

Partnership	Operational	Access to personal services	Working Well programme	Workplace Health and Wellbeing Champions act as conduit for workplace health and ensuring that working well standards are being addressed. Includes Inclusion and Diversity, support to aging workforce etc.	Partnership - Chamber	Lesley-Martin Wright (Knowsley Chamber)	Ongoing
Partnership	Operational	Focus on early intervention	Public Mental Health & Wellbeing	Public Health lead of activities to improve mental health & prevent suicides	Partnership - KMBC (health partners + wider delivery)	Sarah McNulty (KMBC)	2022 onwards
Partnership	Operational	Focus on early intervention	Gambling Policy	Implementation of the gambling policy, including all Health and Wellbeing Partners adopting a Workplace Charter on Gambling to access dedicated support for those with or impacted by problem gambling which can help to prevent serious harm and promote recovery from harm	Partnership - Health and Wellbeing Board/ all	Sarah McNulty (KMBC)	2022/23
Partnership	Operational	Transformation for better health and care outcomes	Healthy Child Programme (0-25 service)	Implementation of new arrangements for school nursing, health visitor services and breastfeeding plan	Partnership - KMBC/ Health	Sarah McNulty (KMBC)	2022
Partnership	Operational	Focus on early intervention	Cancer awareness programme - VCSFE microgrants	Breast, prostate, colorectal, lung	Partnership - One Knowsley	Paula Kearns (One Knowsley)	Aug-22

Partnership	Operational	Transformation for better health and care outcomes	Community Vaccine Champions	Maximise COVID vaccine take-up	Partnership - One Knowsley	Paula Kearns (One Knowsley)	2022
Partnership	Operational	Access to personal services	Green social prescribing	Improving the quality of patient care and health outcomes and bringing core primary services together to enable greater provision of proactive, personalised, co-ordinated and more integrated health and social care in our communities	Partnership - One Knowsley	Debbie Bennett (One Knowsley)	2023
Partnership	Operational	Access to personal services	Holiday and Activities Programme	Delivery of programme at Easter, Summer, Winter - 3,000 per week	Partnership - One Knowsley/ KMBC	Paula Kearns (One Knowsley)	2022-24
Partnership	Operational	People enabled to be active	Active travel across LCR	31 key routes to be developed across LCR in three phases, making it easier and more attractive for people to get around by bike or foot. Builds on the foundations of the LCR Local Cycling and Walking Infrastructure Plan	LCRCA	Stephen Littler (LCRCA)	Phase 1 by June 2023; Phase 2 by Oct 2023; Phase 3 engagement from Mar 2023
Partnership	Operational	Most vulnerable supported	Housing First	Providing a home as the first response for people with multiple and complex needs. It then provides individualised support to deal with issues such as addiction, mental and physical health issues and the effects of trauma and abuse	LCRCA	Stephen Littler (LCRCA)	Ongoing

Internal	Operational	Most vulnerable supported	Targeted support for the most vulnerable	Through the Departments approach to Early Intervention and Prevention, we will continue to ensure that support is targeted both to support our most vulnerable residents, and to identify those whose needs and circumstances could worsen or deteriorate without timely support and intervention. This will include maximising whole system data to proactively identify people who may need support in the future and ensuring that services are available in the local market to support people with a wide range of needs and circumstances	KMBC - HASC	Jenny Rollinson (KMBC)	2022/23
Internal	Operational	Access to personal services	Implement Liberty Protection Safeguards	The Deprivation of Liberty Safeguards (DoLS) will be replaced with a new scheme known as the Liberty Protection Safeguards (LPS).The move to the LPS system seeks to protect the liberty of people who do not have the mental capacity to make decisions about their care. Implement Liberty Protection Safeguards. Implementation of the reform will take place during 2022/23	KMBC - HASC	Jenny Rollinson (KMBC)	2022/23

Internal	Operational	Access to personal services	Implement Mental Health Reforms	Implement Mental Health Reforms - Detail in relation to reform implementation is not currently set out nationally	KMBC - HASC	Jenny Rollinson (KMBC)	2022/24
Partnership	Operational	Access to personal services	Deliver the NHS Mandate and operational priorities for 2022/23 and the 4 local priorities as agreed by the Healthier Together Board (Northwood Marmot/population health, a single front door to advice and guidance, reducing avoidable admissions and better access to GP practices)	<ul style="list-style-type: none"> <li>• We will improve access to urgent and planned care</li> <li>• We will respond to COVID including the vaccination programme with the aim that uptake is better than the regional average with progress made in addressing the most at risk and vulnerable groups</li> <li>• We will prevent avoidable hospital admissions at local hospitals with the aim of delivering a 10% improvement in the levels of ambulatory care sensitive admissions</li> <li>• We will implement the Merseycare model of LifeRooms in Knowsley using local libraries as bases for help and support for everyone with a focus on mental health recovery</li> </ul>	Partnership - Knowsley Healthier Together Board	Alison Lee (ICS)	2022/23

Partnership	Operational	Access to personal services	Work together to improve access to General Practice and support further development of our three Primary Care Networks.	<ul style="list-style-type: none"> <li>• We will improve access to GPs by better understanding the barriers to access facing our residents and those delivering the service starting with a baseline assessment of GPs (July 2022) with an improvement in access reported in the next patient survey (to be complete Jan - March 2023)</li> <li>• We will respond to the outcomes of the Fuller review and support community resilience and ability to self-care</li> <li>• We will undertake a baseline assessment of PCNs in September 2022 with the aim of each of the progressing one step on the PCN maturity framework</li> </ul>	Partnership - Knowsley Healthier Together Board	Alison Lee (ICS)	2022/23
Partnership	Strategic	Most vulnerable supported	Knowsley Safeguarding Partnership for Children	Knowsley Safeguarding Children Partnership (KSCP) is an independent statutory body responsible for ensuring that individuals and organisations work effectively together to safeguard children in Knowsley.	Partnership - KMBC - Childrens, Merseyside Police, NHS	Julie Moss (KMBC)	Ongoing
External	Operational	Focus on early intervention	Enrichment programme for students	College curriculums to incorporate a cross-cutting theme to highlight net zero carbon in each sector and incorporate this into the enrichment programme for students	Knowsley Community College	Mark Doyle (StH&KCC)	Jan 2023 onwards



**Priority 3: Where people of all ages are confident and can achieve their full potential**

Focus	Delivery	Key Objective	Headline Action	Summary	Partnership/ Organisation	Lead Officer/ Organisation	Timescale
External	Strategic	Digital Inclusion	Digital inclusion	Development of a plan to address digital inclusion in Knowsley			
Internal	Strategic	Better family support	Children's Sufficiency Strategy	Sufficient care and support to children and families in need - including maximising foster placements	KMBC - Children's	Lara Wood (KMBC)	2025
Internal	Strategic	Transformation for better outcomes	Supporting Hardship	Administering Council's Hardship Fund to those most in need and administering the Government Household Support Fund. On-going support via Emergency Support	KMBC - Resources	Justin Thompson (KMBC)	Ongoing
Internal	Strategic	Transformation for better outcomes	Homelessness accommodation and support	Homelessness: Provision of housing advice, homelessness assessment, provision of temporary accommodation and support to prevent homelessness and relieve homelessness – achieved through effective service	KMBC - RED	Barry Fawcett (KMBC)	Ongoing



				delivery and monitoring of key demand statistics			
External	Strategic	Residents improved skills	Employment and skills needs	Working with local employers to expand its apprenticeship offer and offer bespoke skills training to meet local business need	Knowsley Community College	Paul Woods (StH&KCC)	2022 onwards
Partnership	Strategic	Transformation for better outcomes	Borough of Culture Programme 2022	Ensuring that this creates a confidence and enthusiasm for residents, for culture and wider participation	Partnership - Borough of Culture Steering Group	Paula Williams (KMBC)	2022/23
Partnership	Strategic	Better family support	Children and Families Plan - priorities	Prevention, Education, Family - outcome statements and associated assurance framework to undergo refresh	Partnership - Children and Families Board	Julie Moss (KMBC)	Jan-23
Partnership	Strategic	Better family support	Attendance Strategy	Implement. Includes a focus on persistent absence and on those electively home-educated.	Partnership - KMBC/ schools	Jill Albertina (KMBC)	Complete
Partnership	Strategic	High quality education	Not in Education, Employment and Training strategy	Includes: Career Connect from Y8 in schools, Virtual School dedicated programme of support, work with SEND services, schools and colleges to track and monitor NEET young people with EHCP	Partnership - KMBC/ Schools	Jill Albertina (KMBC)	Ongoing

Partnership	Strategic	Better family support	Family Hubs	Working in partnership with govt to develop Family Hubs - in Knowsley this is linked to the Supporting Families vision of an effective early help system in the provision of a single access point to a range of services in Knowsley. Particular focus on first 1001 days, and parenting support and breastfeeding	Partnership - Best Start for Life Group (new) - KMBC, Wirral Community Health NHS Trust, maternity service partners	Lara Wood (KMBC)	Apr-25
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Partnership	Strategic	Transformation for better outcomes	Care Leavers Strategy	Development & implementation of a new approach for Care Leavers to support improved outcomes and address concerns identified by Ofsted	Partnership - Knowsley Council / Livv / Health	Lara Wood (KMBC)	2022/23
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Partnership	Strategic	Better family support	Northwood - Cradle to Career	Support children/ families at disadvantage to achieve desired outcomes. Example for partnership of the locally targeted work - moving into delivery stages	Partnership - Knowsley Council / schools / careers advice providers	Jill Albertina (KMBC)	2022/23
Partnership	Strategic	High quality education	SEND Strategy	Refreshed. Co-produced. Part of the longer term SEND transformation. The development of the new strategy has now commenced and consultation with key stakeholders including schools, parents and partners is currently taking place in line with the development of Knowsley's local response to the SEND Green Paper consultation	Partnership - SEND Partnership Board	Julie Moss (KMBC)	Jan-23
Partnership	Strategic	Residents improved skills	Skills development at City Region level	Skills Action Plan for 2022/23 is active and there is a Skills Strategy up to 2023. Be More Apprenticeship Portal has been extended. A Young Persons Guarantee will complement national schemes such as Kickstart. There is the continuing involvement of employer-led Skills for Growth Action Plans across key sectors, and skills brokerage service for businesses	LCRCA	Patrick McCarten (KMBC)	Ongoing

Internal	Strategic	Transformation for better outcomes - for young people	Children Looked After (CLA) Strategy	Development & implementation of a new CLA Strategy to support sufficiency strategy, ensure children are safeguarded and improve long-term outcomes	KMBC - Children's	Lara Wood (KMBC)	2022/23
Partnership	Strategic	Transformation for better outcomes	Cost of Living crisis support	Bring together key stakeholders to develop and execute response	Partnership - KMBC/ all	Justin Thompson (KMBC)	Ongoing
External	Operational	Residents improved skills	Livv Apprentice and Kickstart Programmes	Employing local people and building confidence and potential	Livv	Amanda Newton (Livv)	Ongoing
External	Operational	Residents improved skills	Resident capacity building	Training in how to scrutinise practice, understanding decision-making in respect of regeneration decisions	Livv	Amanda Newton (Livv)	Ongoing
Internal	Operational	Better family support	Supporting Families	Implement the new outcome framework and sign-up conditions of the Supporting Families Programme	KMBC - Children's	Julie Moss (KMBC)	Ongoing
External	Operational	Residents improved skills	Social Impact programmes	Numeracy and Literacy training and access to employment training. Training for young men - how to cook. Enables wider engagement	Livv	Amanda Newton (Livv)	Ongoing
Partnership	Operational	High quality education	School place sufficiency	To support the execution of pupil place planning duties for all children	Partnership - KMBC-Children's and Archdiocese, Diocese, and Headteachers.	Jill Albertina (KMBC)	Jun-22

Internal	Operational	High quality education	Social Workers in Schools	Implement SWIS Team. Engage all Head teachers and agree Performance Framework and mechanism to evidence impact	KMBC - Children's	Jo Parry (KMBC)	Sep-22
External	Operational	High quality education	FE provision	Introduction of wide range of new programmes providing opportunities for young people and adults to access vocational and technical provision	Knowsley Community College	Mark Doyle (StH&KCC)	Sep-22
Partnership	Operational	Residents improved skills	Social Impact Programmes - mental health/wellbeing	Delivered to residents to build skills into employment and dealing with increasing issues around mental health and wellbeing	Livv	Amanda Newton (Livv)	Ongoing
External	Operational	Transformation for better outcomes - for young people	Violent Reduction Partnership work within education settings	Currently in development stage	Merseyside Police	D/Supt Siobhan Gainer (Merpol)	2022 onwards
Partnership	Operational	Residents improved skills	Apprenticeship support	Support to businesses and two secondary schools to support apprenticeship roles	Partnership - Chamber	Steve McKeown (KMBC)	
Partnership	Operational	Residents improved skills	Future Female Leaders	Mentoring programme	Partnership - Chamber	Steve McKeown (KMBC)	
Partnership	Operational	Residents improved skills	Inspire Academy	Career guidance	Partnership - Chamber	Steve McKeown (KMBC)	
Partnership	Operational	Residents improved skills	Youth Chamber	Developing a new offer for 15 - 25 to support those that wish to start up in business, with	Partnership - Chamber	Steve McKeown (KMBC)	

				workshops to develop their skills, networking events, an online hub and mentors			
Partnership	Operational	Residents improved skills	Adult and Community Education provision	Increase delivery of adult, community, mental health and family learning. Focusing on Digital Inclusion, Functional Skills Maths/English and ELD	Partnership - KMBC/ CA	Jill Albertina (KMBC)	2022
Partnership	Operational	High quality education	Quality of Education	Support for schools and education providers to maintain/attain high levels of standards, and effective transitions between different phases of education and career development.	Partnership - Knowsley Council / schools / careers advice providers	Jill Albertina (KMBC)	2022 onwards
Internal	Operational	Residents improved skills	Worklessness programme	Reduce worklessness by offering bespoke support to residents across range of programmes including Ways to Work, Positive Inclusion, Restart	KMBC - RED	Patrick McCarten (KMBC)	Ongoing
Partnership	Operational	Residents improved skills	Adult Education Budget	To help people have the skills to both get into, and progress in, work. Increased focus on test and learn activities and family learning	LCRCA	Stephen Littler (LCRCA)	Ongoing

Internal	Operational	Residents improved skills	Local job opportunities for local people	Delivery of Core Employability Programmes and UK Shared Prosperity Fund Restart Delivery Extension to positive inclusion programme	KMBC - RED	Patrick McCarten (KMBC)	Mar 23 with quarterly contract review for Restart
Partnership	Operational	Residents improved skills	Households into Work	Devolved programme helping people with complex needs enter or re-enter full time employment through personalised support	LCRCA	Stephen Littler (LCRCA)	Ongoing
Internal	Operational	Residents improved skills	Ways to Work - Knowsley Works delivery	Devolved programme helping people with complex needs enter or re-enter full time employment through personalised support	KMBC - RED	Patrick McCarten (KMBC)	Ongoing
Partnership	Operational	Residents improved skills	Knowsley Advice and Guidance (NEET)	Create an action plan to reduce NEET across borough. Work in partnership with other services and agencies to ensure a multi-disciplinary – joined up approach	Partnership - KMBC-Children's plus others	Jill Albertina (KMBC)	From Sept 22
Internal	Operational	Residents improved skills	FACE Community Learning Provision	Increase delivery of adult, community, mental health and family learning. Focusing on Digital Inclusion, Functional Skills Maths/English and ELD. Reinstate evening classroom-based course delivery	KMBC - Children's	Jill Albertina (KMBC)	Ongoing 22
Partnership	Operational	Transformation for better outcomes	LCR Connect	Full-fibre, ultrafast, gigabit-capable network spanning the Liverpool City Region	LCRCA led Joint Venture	Stephen Littler (LCRCA)	Mar-23





**Priority 4: With a thriving, inclusive economy  
with opportunities for people and business**

Focus	Delivery	Key Objective	Headline Action	Summary	Partnership/ Organisation	Lead Officer/ Organisation
External	Strategic	Diverse mix of industries	Court Hey	Incubation of social trading enterprises, enhanced VCSFE activity, learning and skills opportunities, wellbeing activities, community engagement, office/ meeting/ conference space. Leveraging external funding, social investment, donors and supporters	Partnership - One Knowsley	Nicola Schaefer (One Knowsley)
External	Strategic	Diverse mix of industries	Social enterprise and charity support	Partnership network developed to encourage social enterprises and charities to grow and become more sustainable to build back better in a Knowsley Better Together way	Partnership - One Knowsley	Paula Kearns (One Knowsley)

Partnership	Strategic	Diverse mix of industries	UKSPF Projects (Supporting Local Businesses theme)	CA as the accountable body	LCRCA	Steve McKeown (KMBC)
Internal	Operational	Diverse mix of industries	Place Marketing and engagement	Re launch ambassador programme, review online content	Partnership - KMBC / Chamber	Dale Milburn (KMBC)
Internal	Operational	Diverse mix of industries	Growth Hub	The Growth Hub monitors new start-ups, growing businesses, inward investment, and offers a free property search service to businesses that may wish to move into the borough, or seek new premises. There is an extensive range of industries and Knowsley's sector strengths are advanced manufacturing, engineering, logistics and warehousing, and health and life sciences	Partnership - Chamber	Steve McKeown (KMBC)
Partnership	Operational	Diverse mix of industries	Implementation of LCR Visitor Economy Recovery Strategy	Work to support the sector in the short term with a range of interventions	LCRCA/Growth Platform	Stephen Littler (LCRCA)
Partnership	Operational	Diverse mix of industries	Growth Platform and Local Growth Hub	Single point of access to a wide range of local and national support and funding across LCR	KMBC - RED	Steve McKeown (KMBC)

Partnership	Operational	Diverse mix of industries	Business support projects supported by the Strategic Investment Fund and private sector capital	Range of place-based and market making investments and programmes to support growth firms, premises, access to finance, R&D and an 'innovation first' culture in the business base	LCRCA	Steve McKeown (KMBC)
Partnership	Operational	Diverse mix of industries	Social enterprise support activity	Includes: Kindred socially-trading organisation investment and support vehicle funded by LCRCA; LCR Chrysalis funding for VSCE organisations; and LCR Social and Solidarity Economy Panel to help enable best practice, self-organisation, policy innovation and knowledge to be shared across the sector	LCRCA	Stephen Littler (LCRCA)
Partnership	Strategic	Extensive range of jobs	Youth Chamber	Developing a new offer for 15 - 25 to support those that wish to start up in business, with workshops to develop their skills, networking	Partnership - Chamber	Steve McKeown (KMBC)

				events, an online hub and mentors		
Internal	Strategic	Extensive range of jobs	Economic Growth Plan - investment and job aspects	Including Inclusive Growth evidence/ assessment and plans to address	Partnership - Economic Growth Advisory Group	Dale Milburn (KMBC)
Internal	Strategic	Extensive range of jobs	Public Transport - Strategic Assessment	Engagement with Merseytravel and Bus Operators to influence public transport routes and scheduling	Partnership - KMBC/Chamber / CA	Dale Milburn (KMBC)
Partnership	Strategic	Extensive range of jobs	LEP/Growth Platform sector development	LEP Sector Boards and sector team at the Growth Platform, to inform LCRCA strategy, development, and investments	LEP/KMBC	Steve McKeown (KMBC)
Partnership	Strategic	Extensive range of jobs	LCR Fair Employment Charter	Charter organisations will sign up to ensuring all work is good and fair	LCRCA	Stephen Littler (LCRCA)

External	Strategic	Extensive range of jobs	Work together for a prosperous, inclusive economy - helping health and care providers to thrive and creating jobs and opportunities for all.	<ul style="list-style-type: none"> <li>We will produce a health and care workforce plan for Knowsley focused on delivering jobs within Knowsley for the people of Knowsley whilst at the same time addressing the significant workforce gaps and pressures faced by all health and social care providers including the VCSE workforce - to be completed by March 2023. We will develop a place-based estates strategy based on the principle of One Public Estate. We will work with the Council and Chamber of Commerce to embed Marmot healthy workplace principles across the 3500+ businesses in Knowsley (objective agreed with Raj Jain on his intro visit to Place)</li> </ul>	Partnership - Knowsley Healthier Together Board	Alison Lee (ICS)
Internal	Operational	Extensive range of jobs	Knowsley Business Park development	North Perimeter Road development, Knowsley works support for PLP Amazon	KMBC - RED	Tony Clark (KMBC)

Internal	Operational	Extensive range of jobs	Local job opportunities for local people	Creation of graduate and apprenticeship posts	KMBC - all	James Duncan (KMBC)
External	Operational	Extensive range of jobs	Local job opportunities for local people	Locally based recruitment work	Merseyside Police	Supt Karl Baldwin (Merpol)
External	Operational	Extensive range of jobs	Social Impact Programmes	Skills and employment - into work and back into work	Livv	Amanda Newton (Livv)
External	Operational	Extensive range of jobs	Local job opportunities for local people	Apprentice and Kickstart programmes. One of biggest local employers - key priority	Livv	Amanda Newton (Livv)

External	Operational	Extensive range of jobs	Dedicated advisory teams	Skills and employment and welfare. Advisory teams that provide support to customers over and above the core housing management role of a HA including skills and employment, welfare support, mental health support, ASB	Livv	Amanda Newton (Livv)
Partnership	Operational	Extensive range of jobs	Highways Capital Programme	Deliver Knowsley element of LCR CRSTS programme	Partnership - KMBC/CA	Jon Robinson (KMBC)
Partnership	Strategic	Increased family income levels	LCR Plan for Prosperity	Sets out the underpinning priorities of an inclusive economy to help LCR achieve its ambitions, together with intentions for business support, skills, and cluster development	LCRCA	Stephen Littler (LCRCA)

Partnership	Strategic	Increased family income levels	Community Wealth Building	City Region approach to Community Wealth Building - committed to in the Plan for Prosperity - to be scoped out and delivered	LCRCA	Stephen Littler (LCRCA)
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**Priority 5: With welcoming, vibrant  
neighbourhoods and town centres**

Focus	Delivery	Key Objective	Headline Action	Summary	Partnership/ Organisation	Lead Officer/ Organisation	Timescale
Internal	Strategic	Effective and attractive infrastructure	East of Halewood	Commission and deliver highways elements / Halewood district centre expansion	KMBC - RED	Tony Clark (KMBC)	2022/23

Internal	Strategic	Diverse housing offer	Empty Homes	Deliver Empty Homes Strategy - reduce by 100 properties per year. Reduce likelihood of empty homes causing a nuisance. Empty homes to return to occupation. Use of enforcement	KMBC - RED	Barry Fawcett (KMBC)	Ongoing
Internal	Strategic	Effective and attractive infrastructure	Halsnead Garden Village	Finalise S106, start highways work, progress Tier 1 open space, agree Big Water lease	KMBC - RED	Tony Clark (KMBC)	Sep-22
Internal	Strategic	Diverse housing offer	Houses in multiple occupation	Introduce policy/procedure including license to operate. Proactive approach to service requests and annual inspections. Use of enforcement	KMBC - RED	Barry Fawcett (KMBC)	2022/23
Internal	Strategic	Diverse housing offer	Housing Investment Fund	The consultants brief/RFQ is drafted and will be send out through the Chest before the end of September. Fund to be set up and established by Sept - will provide strategic framework to administer existing section 106 contributions for off site affordable housing & other housing	KMBC - RED	Barry Fawcett (KMBC)	Sep-22

				improvement related interventions			
Internal	Strategic	Town centres culture/leisure	Huyton development - village centre	Town Centre regeneration activities (shopfronts, new occupiers, Make CIC). Includes pursuit of securing Government's Levelling Up Fund	KMBC - RED	Tony Clark (KMBC)	Ongoing
Internal	Strategic	Town centres culture/leisure	Kirkby	Complete agreement for LCR Cinema funding, implement plans for gateway site, progress Headbolt railway station	KMBC - RED	Tony Clark (KMBC)	Sept 22 then ongoing
Internal	Strategic	Town centres culture/leisure	Delivery of s106 commitments to ensure appropriate infrastructure in place	Development of a programme of infrastructure and community facilities utilising existing and new section 106 funds - programme currently being scoped	KMBC - RED	Mark Cawood (KMBC)	Ongoing

External	Strategic	Diverse housing offer	Proactive neighbourhood management	Ensure residents are able to sustain their tenancies. Ensure residents are supported to be successful in their tenancy and live well in their homes and neighbourhoods	Livv	Amanda Newton (Livv)	Ongoing
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External	Strategic	Town centres culture/leisure	Neighbourhood Plans	Holistic approach to community support Neighbourhood plans that focus on bringing social value to residents from across the Borough	Livv	Amanda Newton (Livv)	Ongoing
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Partnership	Strategic	Diverse housing offer	Housing Strategy	Improving quality of current homes, maintain delivery, promoting choice, locally distinctive housing offer, extending opportunities for local people linked to housing affordability. Undertake summit to develop Affordable Homes Plan	Partnership - Economic Growth Advisory Group	Barry Fawcett (KMBC)	2022-27
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Partnership	Strategic	Effective and attractive infrastructure	Court hey - Green Community Hub	Collaborative and community-focussed culture. Empowering significant community interests in the park to take initiative, influence, build networks, take responsibility for development and use	Partnership - One Knowsley	Nicola Schaefer (One Knowsley)	2022 and ongoing
Partnership	Strategic	Diverse housing offer	LCR Housing Statement and Housing Investment Strategy	Setting out City Region housing ambitions up to 2024; and LCR's investment priorities to ensure a strong, diverse housing offer that meets the needs of our communities	LCRCA	Stephen Littler (LCRCA)	2022 and ongoing

Partnership	Strategic	Diverse housing offer	LCR Brownfield Land Fund	£45m allocation to deliver land suitable for between 3,000 for 4,000 new homes	LCRCA	Stephen Littler (LCRCA)	2022 and ongoing
Partnership	Strategic	Good transport links	City Region Sustainable Transport Settlement (CRSTS)	Delivery of £29.19m for Knowsley's roads as part of the wider City Region programme.	KMBC	Jon Robinson (KMBC)	2022 and ongoing
Partnership	Strategic	Good transport links	LCR Transport Plan 4 (LTP4)	Setting out the City Region's transport strategy to 2040	LCRCA	Stephen Littler (LCRCA)	Process between now and Spring 2023



Partnership	Strategic	Effective and attractive infrastructure	Spatial Development Strategy (SDS)	Statutory planning document to consolidate and enhance quality of place. Includes housing, transport and a focus on importance of green space/natural capital	LCRCA	Stephen Littler (LCRCA)	Ongoing (issues and options 2022)
Partnership	Strategic	Town centres culture/leisure	Support for town centres	LCR Town Centres Commission recommendations to support a new vision for town centres, together with lobbying to government for further Towns Fund type resource across the City Region	LCRCA	Stephen Littler (LCRCA)	2022 and ongoing
Partnership	Strategic	Effective and attractive infrastructure	Transforming Cities Fund	Green Bus routes etc	LCRCA	Stephen Littler (LCRCA)	Ongoing
Internal	Strategic	Effective and attractive infrastructure	Green space development programme	Includes Bowring, Court Hey Park, KGV Huyton site, Headbolt Lane, Halsnead garden Village	KMBC - C&N	Caroline Holmes (KMBC)	2022/23

Internal	Strategic	Town centres culture/leisure	Public Art Strategies	Deliver with partners and funding public art strategies in Huyton linked to regeneration. Develop with external funding public arts strategies in other areas	KMBC - C&N	Paula Williams (KMBC)	Prescot/Huyton 2022/23 2023 - 25 remaining areas
Internal	Operational	Town centres culture/leisure	Pub Watch	Borough wide rollout of scheme - launch in Prescot in Autumn 2022. Pubwatch is a national scheme that requires voluntary collaboration between local licensed premises, facilitated by the Council, to enhance the safety of licensed premises and boost the night-time economy	KMBC - C&N	Denise Best (KMBC)	End Oct 22
Internal	Operational	Town centres culture/leisure	Family Hubs	Working in partnership with govt to develop Family Hubs - an effective early help system in the provision of a single access point to a range of services in Knowsley. Particular focus on first 1001 days, and parenting support and breastfeeding	KMBC - Children/ Resources	Julie Moss (KMBC)	2022/23

Internal	Operational	Town centres culture/leisure	Prescot - major sites	Shopping Centre / Sewell Street, Picture Palace, Shakespeare North Handover, completion of Townscape Heritage Initiative	KMBC - RED	Tony Clark (KMBC)	
Internal	Operational	Town centres culture/leisure	Prescot - Picture Palace	Building works and Planning Application	KMBC - RED	Tony Clark (KMBC)	
Internal	Operational	Town centres culture/leisure	Neighbourhood Shop improvements	Deferred to 23/24 as part of EMT departmental planning	KMBC - Resources	Andy Lawman (KMBC)	2023/24

External	Operational	Diverse housing offer	Home standards - improving existing homes	To bring them to the Livv standard. Investment programme to deliver home improvements and net zero carbon	Livv	Amanda Newton (Livv)	Ongoing
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External	Operational	Diverse housing offer	New home developments	Development programme - commitment to building 300 new homes a year (existing corporate plan) and creating vibrant places where people want to live	Livv	Amanda Newton (Livv)	Ongoing
External	Operational	Town centres culture/leisure	Licensed premises initiatives	Work alongside partners to ensure safe and responsible licensed premises operate throughout the borough	Merseyside Police	Inspector Dave Grant & Chief Inspector Paul Jones (Merpol)	2022
External	Operational	Town centres culture/leisure	Retail Crime initiative	Pub Watch (Prescot) Launch and operations to prevent, detect and disrupt those who commit retail crime	Merseyside Police	Inspector Mark Berry and Inspector Dave Morgan (Merpol)	2022-23
External	Operational	Effective and attractive infrastructure	VAWG safety on transport network and public spaces	Ensure safe public spaces and transport links for women and girls through activity under the VAWG agenda	Merseyside Police	Chief Superintendent Ngaire Waine (Merpol)	2022
Partnership	Operational	Town centres culture/leisure	Town Centre Events Programme	To increase footfall and increase confidence in on-going town centre visits	Partnership - RED/ CA	Barry Fawcett (KMBC)	Ongoing
Partnership	Operational	Town centres culture/leisure	Shakespeare North Playhouse	Opening. Programme of events. Community programme	Partnership - Shakespeare North Trust/ KMBC	Paula Williams (KMBC)	2022

Partnership	Operational	Effective and attractive infrastructure	Rolling stock and bus improvements	£460m procurement of a new fleet of efficient, clean and higher capacity trains, to be rolled out this year. Together with the Vision for Bus and identification of franchising of the bus service. Specifically in Knowsley, development of Headbolt Lane Rail Station	LCRCA	Stephen Littler (LCRCA)	Rolling Stock - full timetable by December 2023. Bus Improvements - rolling programme for bus improvements and March 23 for Bus Reform
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**Priority 6: Climate change and achieving net zero**

Focus	Delivery	Key Objective	Headline Action	Summary	Partnership/ Organisation	Lead Officer/ Organisation	Timescale
Internal	Strategic	Developing clear plans - organisations	Air Quality Monitoring Strategy	Strategy to minimise air pollution levels bringing significant and lasting benefits - with positive effects on public health, economic development, and population wellbeing. This air quality strategy will contribute to Knowsley becoming a healthier and more sustainable and prosperous Borough	KMBC - C&N	Denise Best (KMBC)	Mar 23 (developed), Sept 23 (implemented)
Internal	Strategic	Implement decarbonisation	Net Zero Plan - Council	Council Building Heat Decarbonisation Plan to EMT / Cabinet Phase 4 funding application for Public Sector Decarbonisation Fund Kirkby Leisure / Nutgrove Public	KMBC - C&N	Caroline Holmes/ Andy Lawman (KMBC)	Sep 22 Oct 22 Mar 23

				Sector Decarb Schemes delivery			
Internal	Strategic	Developing clear plans	Tree stock	Procurement of Tree Contract to undertake arboricultural works Delivery of Roby 'Trees for climate' project Formally designate areas to support Queens Green Canopy Initiative	KMBC - C&N	Caroline Holmes (KMBC)	Aug 22 Sept 22 Mar 23
External	Strategic	Developing clear plans	Net Zero Carbon Strategy - Livv	Achieve net zero in new and existing homes by 2040	Livv	Amanda Newton (Livv)	2022-40



External	Strategic	Developing clear plans	Net Zero - Police Partnerships	The National Police Chiefs' Council (NPCC) has commissioned Blue Light Commercial (BLC) to research and recommend a standardised approach towards embedding sustainability for all UK police forces. Merseyside Police is working in partnership with BLC and other UK forces and has representatives on the national sustainability policy and strategy subgroup.	Merseyside Police	Sharon Luther (Merpol)	2022 onwards
External	Strategic	Implement decarbonisation	Carbon Reduction Target Reset	As below	Merseyside Police	Sharon Luther (Merpol)	2021/22

External	Strategic	Implement decarbonisation	Force decarbonisation plan	Force Decarbonisation Plan – due for completion June 2022- Aims to understand what is required to get Merseyside Police to net zero and set actions and targets to achieve this.- This will be achieved through a combination of: (i) improved building efficiency, site energy & environmental audits. The 10 year estate strategy includes sustainability and decarbonisation of estate.	Merseyside Police	Sharon Luther (Merpol)	Jun-22
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External	Strategic	Developing clear plans - organisations	Sustainability Implementation Plan	Making the organisation more sustainable	Merseyside Police	Sharon Luther (Merpol)	Ongoing
External	Strategic	Developing clear plans - organisations	Sustainability Strategy	Seven United Nations Sustainable Development Goals (UNSDG's) have been identified as priority goals for Merseyside Police through a series of staff engagement workshops held in autumn 2021. These are: (i) SDG 3 - Good Health & Wellbeing; (ii) SDG 5 – Gender Equality; (iii) SDG 8 – Decent Work & Economic Growth; (iv) SDG 9 – Industry, Innovation & Infrastructure; (v) SDG 11 – Sustainable Cities and Communities; (vi) SDG 16 – Peace, Justice & Strong Institutions; and, (vii) SDG 17 – Partnerships for the Goals	Merseyside Police	Sharon Luther (Merpol)	Due for completion September 2022
Partnership	Strategic	Business focus	Private sector investment into	e.g. JLR and Ford	Partnership - Chamber	Steve McKeown (KMBC)	Ongoing

			zero carbon initiatives				
Partnership	Strategic	Business focus	The Environment Network	Peer-to-peer network of support for companies that wish to reduce their carbon footprint, implement new green technology, and help to reduce their impact on the environment	Partnership - Chamber	Steve McKeown (KMBC)	Ongoing
Partnership	Strategic	Business focus	Zero carbon initiatives - private sector investment	e.g. JLR and Ford	Partnership - Chamber	Steve McKeown (KMBC)	Ongoing
Partnership	Operational	Business focus	Pool Bikes	Small workplace grant towards the purchase of a pool bike for staff to use to cycle to and from work	Partnership - Chamber	Steve McKeown (KMBC)	Ongoing
Partnership	Strategic	Increased recycling	Waste Management strategy	Strategy that will help achieve our commitment to • Zero avoidable waste by 2040; • Eliminating food waste; • Meeting all existing waste targets and developing ambitious new ones; • Eliminate waste crime; and • Delivering a substantial reduction	Partnership - KMBC/ LCR	Denise Best (KMBC)	2023

				in litter and littering behaviour.			
Partnership	Strategic	Flood management	Flood Risk Management	Establish group to develop and implement plan	Partnership - KMBC/ partners		
Partnership	Strategic	Developing clear plans - partnership	Net Zero Plan - partnership	Undertake stocktake to inform position statement. Completed plan approved	Partnership - Net Zero Group	Andrew Donaldson (KMBC)	Nov 22 Mar 23
Partnership	Operational	Sustainable transport	Public Transport - Head Bolt Station, Kirkby	Highways enabling works complete	Partnership - KMBC/ CA	Tony Clark (KMBC)	Mar-23
Partnership	Strategic	Sustainable transport	Public Transport - strategic assessment	To determine need	Partnership - KMBC/ CA		

Partnership	Strategic	Developing clear plans - partnership	LCR Net Zero Pathway	Pathway document sets out our strategic vision as to how the City Region can achieve net zero carbon by 2040 or sooner	LCRCA	Stephen Littler (LCRCA)	Net zero - 2040
Partnership	Strategic	Developing clear plans - partnership	LCR Net Zero Pathway Action Plan	Work collaboratively with all partners and stakeholders across the City Region to co-create a comprehensive action plan against which short term and long term progress can be measured	Partnership - LCRCA and LCR Climate Partnership	Stephen Littler (LCRCA)	By the end of 2022
Partnership	Strategic	Developing clear plans - partnership	LCR Plan for Prosperity	With Net Zero as a central theme, the Plan sets out the priorities and scale of actions required for LCR to become 'Pioneers of the Green Industrial Revolution' - covering our key	LCRCA	Stephen Littler (LCRCA)	Published in July 2019. Activities included into Corporate Plan activities Net Zero - 2040

				competitive advantages, skills and business support (e.g. skills for automotive in the shift to electrification) needed to achieve this ambition			
Partnership	Strategic	Developing clear plans - partnership	LCR strategic projects	Key projects such as Hynet, hydrogen programme, offshore and tidal (the latter which would be a project of international significance), and support for industrial decarbonisation will have benefits for the wider LCR supply chain. The City Region also has a target for a minimum of 440,000 homes retrofitted across the to EPC Band C which supports Government targets, with £54m having been secured up to now (including the current £11.3m Green Homes Scheme)	LCRCA	Stephen Littler (LCRCA)	Hynet - June 23 Hybus - Dec 22 for delivery of first bus Tidal - Phase 4 to commence June 2023 Retrofit - June 2023 Decarbonisation - review and baselines by March 2023

External	Strategic	Developing clear plans - organisations	Livv - net zero/ carbon strategy	Achieve net zero in new and existing homes by 2040	Livv	Amanda Newton (Livv)	2040
Internal	Strategic	Developing clear plans - organisations	Climate Emergency Action Plan (2020)	On the 29 January 2020, the Council declared a Climate Emergency and made a commitment to: - a) Reduce carbon emissions from the Council's estate and services to net-zero by 2040; b) Develop a Climate Emergency Action Plan to outline the key actions required to meet this target; and c) Work with partner agencies across the Liverpool City Region to reduce carbon emissions across the wider Borough.	KMBC - C&N	Andrew Donaldson / Caroline Holmes (KMBC)	Ongoing



Internal	Strategic	Developing clear plans - organisations	Net Zero Delivery Plan (2022 - 2025)	To support the Council to focus its resources and maximise its impact on this agenda in the short-term, a Net Zero Delivery Plan has been developed focusing on priority actions to be delivered from 2022 to 2025.	KMBC - C&N	Andrew Donaldson / Caroline Holmes (KMBC)	Ongoing
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Partnership	Strategic	Developing clear plans - partnership	Knowsley Better Together Net Zero Group	The Council is working collaboratively with partners to enable and support people to take climate action. At a boroughwide level, the Knowsley Better Together Board nominated representatives to sit on the Knowsley Better Together Net Zero Group to work in partnership to achieve net zero emissions across the borough.	Knowsley Better Together Net Zero Group (KMBC and Partners)	Andrew Donaldson / Caroline Holmes (KMBC)	Ongoing
Partnership	Strategic	Developing clear plans - partnership	Knowsley Boroughwide Net Zero Plan	Through the Knowsley Better Together Net Zero Group, a stocktake of existing activities and planned actions will be undertaken across the partners to inform a position statement. The group will then identify the boroughwide Net Zero Plan	Knowsley Better Together Net Zero Group (KMBC and Partners)	Andrew Donaldson / Caroline Holmes (KMBC)	Mar-23

External	Operational	Educate	Net zero carbon and sustainability - College	College curriculums to incorporate a cross-cutting theme to highlight net zero carbon in each sector	Knowsley Community College	Mark Doyle (StH&KCC)	Jan-23 onwards
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External	Operational	Implement decarbonisation - organisations	St Anne Street refurb	Inc cycle racks, solar PV, electric vehicle bays, trees	Merseyside Police	Sharon Luther (Merpol)	2022-23
Partnership	Operational	Business focus	Green business support	Working with LJMU and Liverpool University regarding their business support offer on green credentials and actively signposts companies that wish to explore R&D and innovation as part of achieving net zero	Partnership - Chamber	Steve McKeown (KMBC)	Ongoing
Partnership	Operational	Developing clear plans - organisations	Court Hey - Green Community Hub	Work with natural assets to improve health and wellbeing, education and personal growth. Aims to reduce social isolation and improve mental health and self-efficacy	Partnership- One Knowsley	Nicola Schaefer (One Knowsley)	2022 and ongoing
Internal	Strategic	Implement decarbonisation - organisations	Knowsley Zero Waste - To work towards zero avoidable waste by 2040	Support the development and implementation of the LCR Zero Waste Strategy through participation in the Waste Directors Strategic Working Group. Implement the	KMBC - C&N	Denise Best (KMBC)	Ongoing

				<p>Government's Resource and Waste Strategy including:</p> <ul style="list-style-type: none"><li>a) Improve kerbside recycling rates - increasing the amount of material that is recycled</li><li>b) The collection of food waste from homes</li><li>c) Support the removal of plastics from the waste stream</li></ul>			
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External	Operational	Educate	Education, Training & Skills	Building sustainability into all curriculum content and design. Delivering new technologies upskilling training including for example Gas engineers to renewables installers	Knowsley Community College	Rav Garcher/Mark Doyle (StH&KCC)	Ongoing
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