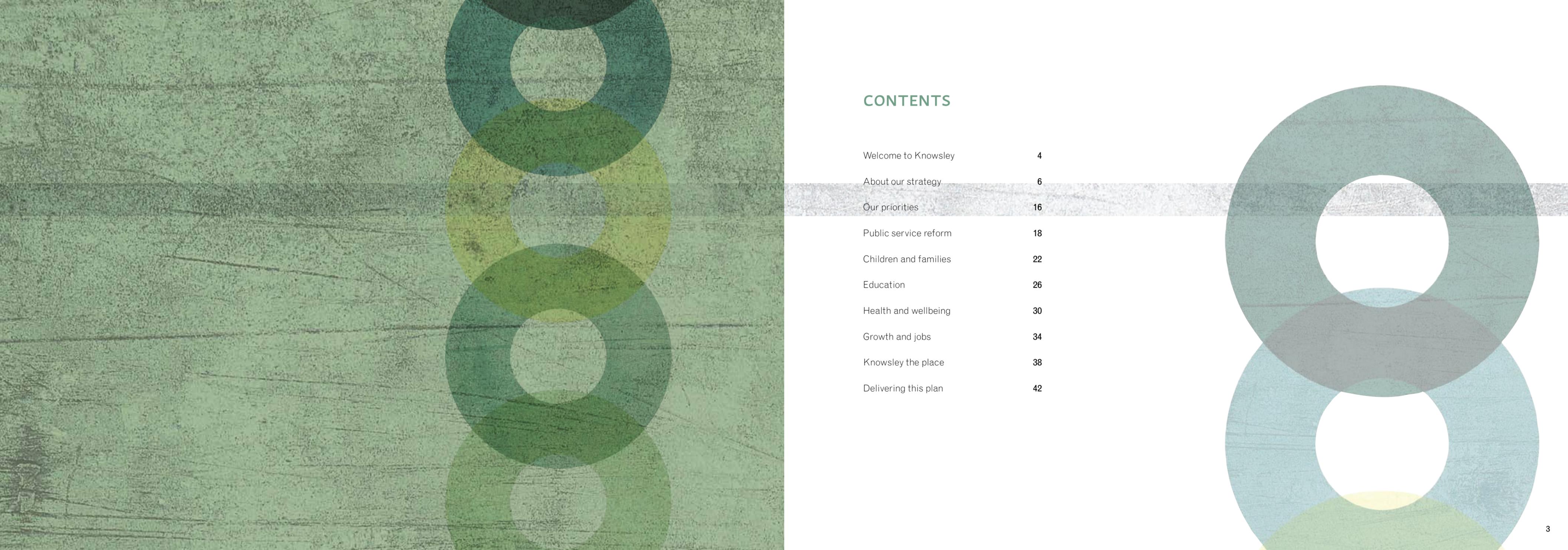


# STRATEGY FOR KNOWSLEY

2016 - 2020



## CONTENTS

Welcome to Knowsley	4
About our strategy	6
Our priorities	16
Public service reform	18
Children and families	22
Education	26
Health and wellbeing	30
Growth and jobs	34
Knowsley the place	38
Delivering this plan	42

# WELCOME TO KNOWSLEY

ESTABLISHING KNOWSLEY AS A PLACE  
WHERE PEOPLE AND FAMILIES CHOOSE  
TO LIVE AND BUSINESSES CHOOSE TO  
LOCATE AND INVEST.

## 1. ABOUT OUR STRATEGY

### A message from Councillor Andy Moorhead, Chair of the Knowsley Strategic Board



This strategy marks an important milestone on Knowsley's journey to become the Borough of Choice by 2023. The Knowsley Partnership first agreed its vision in 2008; we are now halfway towards our collective goal to establish Knowsley as a place where people and families choose to live and businesses choose to locate and invest. Increasingly Councils through the Liverpool City Region Combined Authority are being trusted to take responsibility for our own future and the Knowsley Partnership needs to take responsibility for this too.

We have achieved a lot through partnership working since we adopted our vision to deliver on the big priorities for the Borough: Knowsley's Stronger Families programme has turned around the lives of 620 families with complex needs; 1,865 new homes have been delivered in the Borough; and Knowsley's business base has grown annually for nine consecutive years. All this has been delivered against a backdrop of continuing public sector budget reductions. The budget outlook for future years remains difficult which makes it even more important that we continue to work cooperatively, sharing resources and assets where it makes sense and capitalising on emerging opportunities.

This strategy sets out the Knowsley Partnership's priorities for the next four years drawing on the findings from the Joint Strategic Needs Assessment – a major study of the needs and strengths of the Knowsley population. It does not try to tackle everything. It focuses on those areas that are most critical to the long-term sustainability of the Borough, and where there is potential to add significant value through working together. Having a clear view of Knowsley's role in the Liverpool City Region and our local potential is important. Our co-operative principles will underpin this work, and we will see social value delivered. Our priorities are:

- Public Service Reform** – maximising the impact of over £1bn public sector investment through collective working and alternative delivery models;
- Children and Families** – improving outcomes for children and supporting families to realise their potential;
- Education** – improving attainment to help children fulfil their potential and understanding the Partnership's role in the future education offer;
- Health and Wellbeing** – promoting healthy living, emotional wellbeing and mental health to create 'a healthier, happier Knowsley';
- Growth and Jobs** – growing Knowsley's business base and opportunities for residents to access good quality, well paid employment; and
- Knowsley the Place** – delivering an attractive Borough where more people wish to live, work and visit.

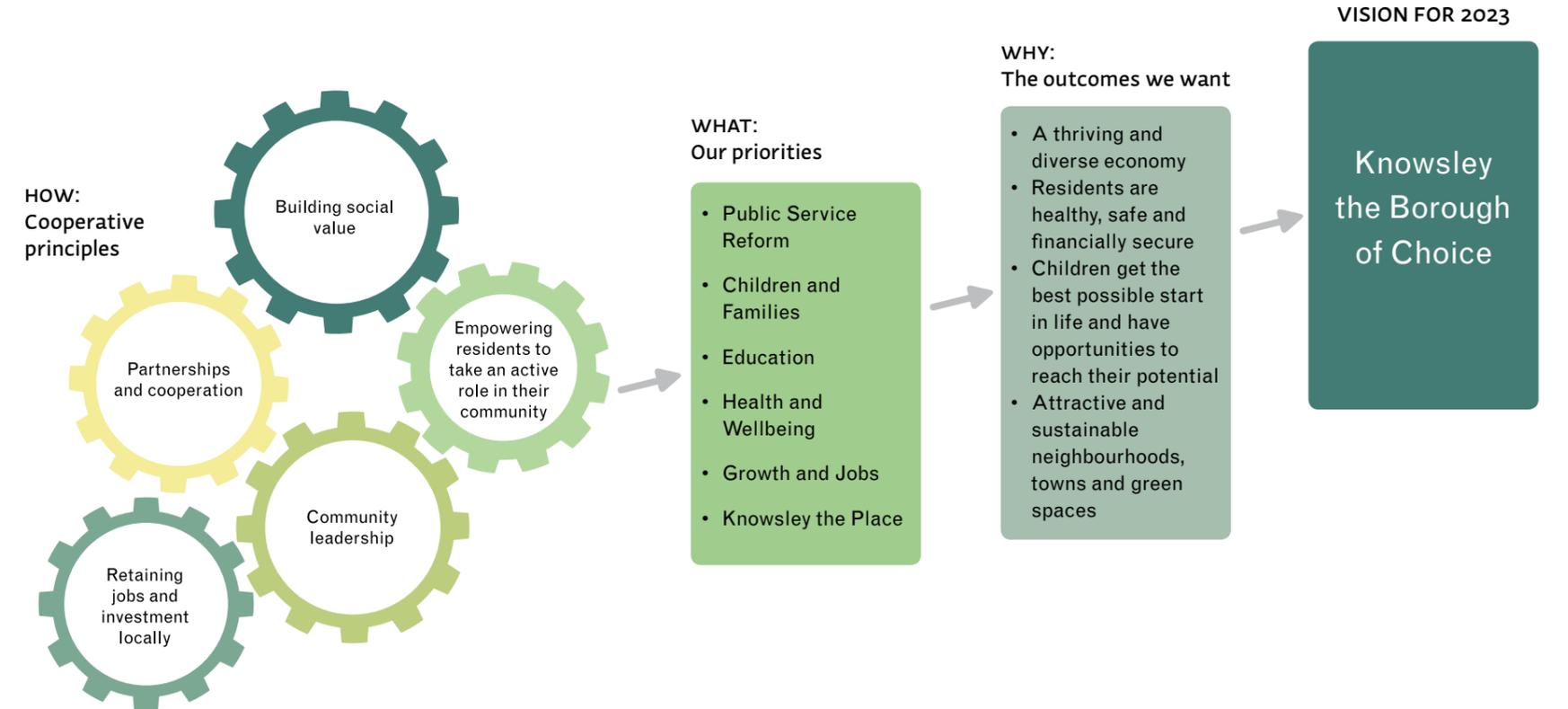
The Knowsley Partnership is confident that by drawing on the unique strengths of all partners, including those in the wider Liverpool City Region, and working side-by-side with our communities, we will improve outcomes and realise our ambition to establish Knowsley as the Borough of Choice.

Councillor Andy Moorhead, Chair of the Knowsley Strategic Board

## 2. PLAN ON A PAGE

This strategy sets out what the Partnership will do over the next four years to ensure Knowsley remains on track to become the 'Borough of Choice' by 2023 and deliver the outcomes we want for Knowsley.

Key to this will be cooperative working. The Partnership has committed to five cooperative principles which will help shift the balance of how partners work to enable people and communities to have a greater role. These principles will continue to shape the actions the Partnership will take to address its priorities.



## ABOUT KNOWSLEY

Knowsley is located at the heart of the North West, between Liverpool and Manchester and covers an area of 33 square miles. Knowsley lies at the centre of a comprehensive transport network, including superb motorway and rail connections which place it just 15 minutes from Liverpool City Centre and 30 minutes from Manchester. This means it is a prime economic location ideally placed to grow its already well established business base.

The Borough has three distinct town centres – Prescot, Kirkby and Huyton and boasts outstanding green spaces. Knowsley has a population of approximately 146,000 people living in 65,000 households. Knowsley has a working age population of 93,800, of whom around 72% are economically active, and 67% (62,600) are in employment. The majority of Knowsley residents are White British with a comparatively small Non-White Ethnic population, representing only around 3% of residents.

It is one of six Local Authority districts that comprise the Liverpool City Region (the others being Liverpool, Sefton, St Helens, Wirral and Halton), this represents a functional economic area with an economy worth £28billion. This makes City Region partnerships vital and Knowsley plays an active role working with the Combined Authority and Local Enterprise Partnership to deliver large scale strategies on transport, housing, economic development and skills.

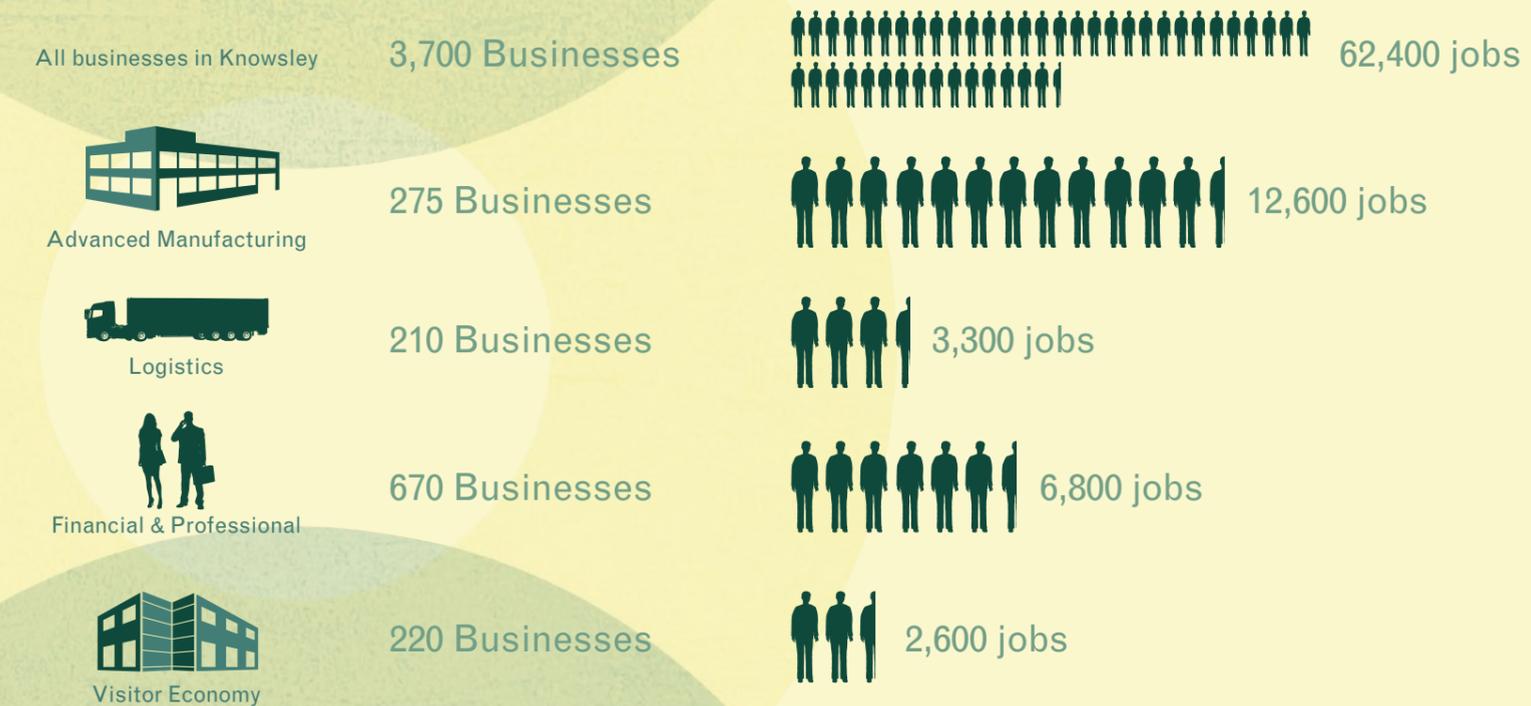
The Borough is fully engaged in the on-going discussions with government to implement the City Region's devolution agreement: This has unlocked additional funding of over £1bn to promote growth and development locally and will enable decisions in key areas to be taken locally by those best placed to do so.



## OUR ECONOMY

Knowsley remains ideally placed to benefit from the economic opportunities offered by the Liverpool City Region and the wider Northern Powerhouse. The Borough has become a desirable location for businesses in the freight, logistics, distribution, and advanced manufacturing sectors; making a significant contribution to the City Region's economic growth potential.

### Businesses in Knowsley



### Growth 2009 - 2014



### Skill levels



## POPULATION

There have been significant improvements in quality of life for Knowsley residents in recent years: unemployment has reduced from a high of 8,800 in 2012 to 5,000 in 2016; debt levels amongst residents have reduced from a high of £13.5m in 2012 to £4.2m in 2016; and, the average weekly wage has increased from £396.60 in 2008 to £474.90 in 2016. However challenges remain

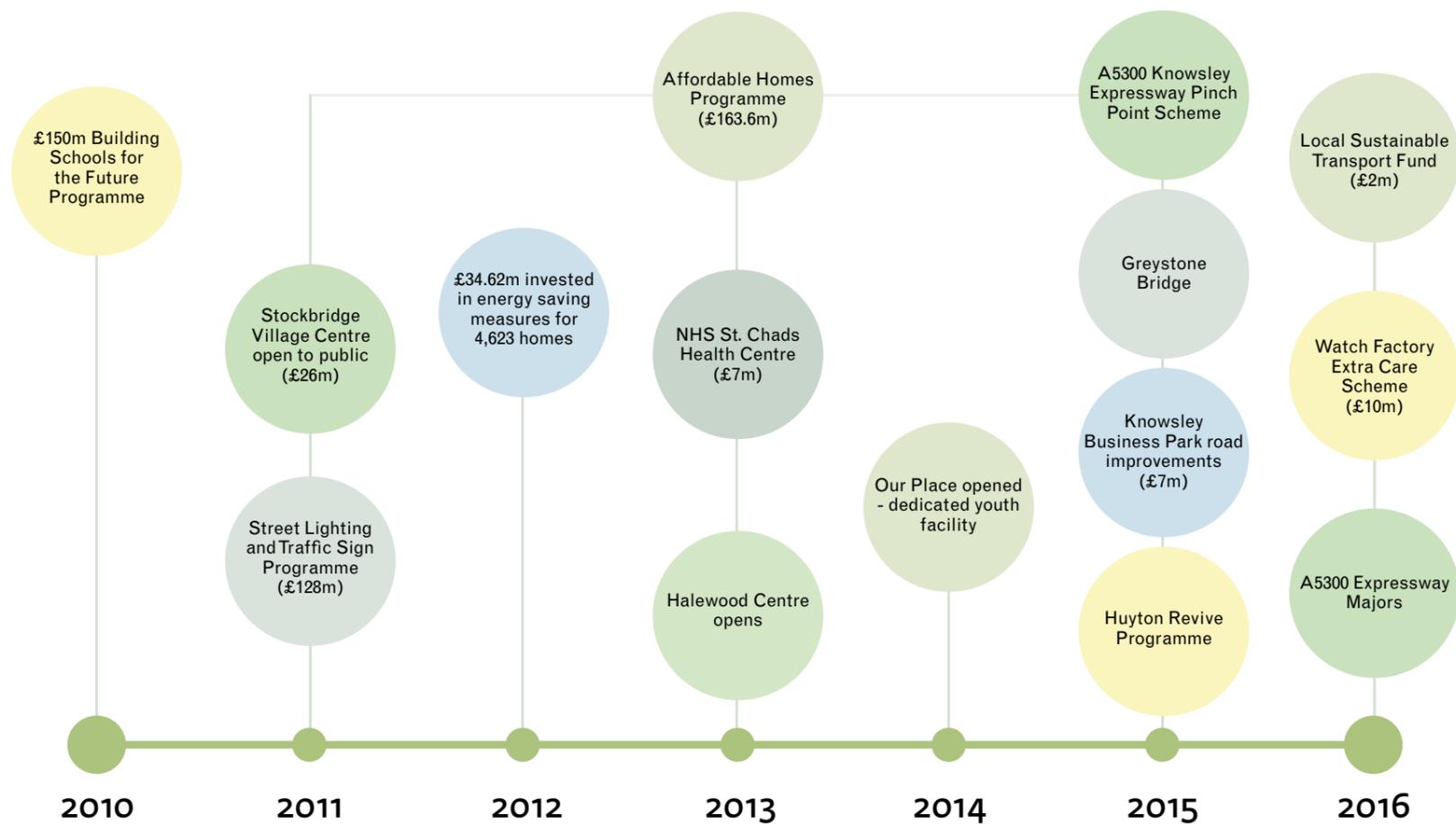
that continue to impact on individual lives and our communities. For example, the life pathway below shows people are living longer with complex care needs increasing demands and costs on health and care services. With reducing resources, the focus must be on intervening early and helping to delay and, where possible, prevent people's wellbeing deteriorating.



\* Prescot, Whiston, Cronton, Knowsley Village

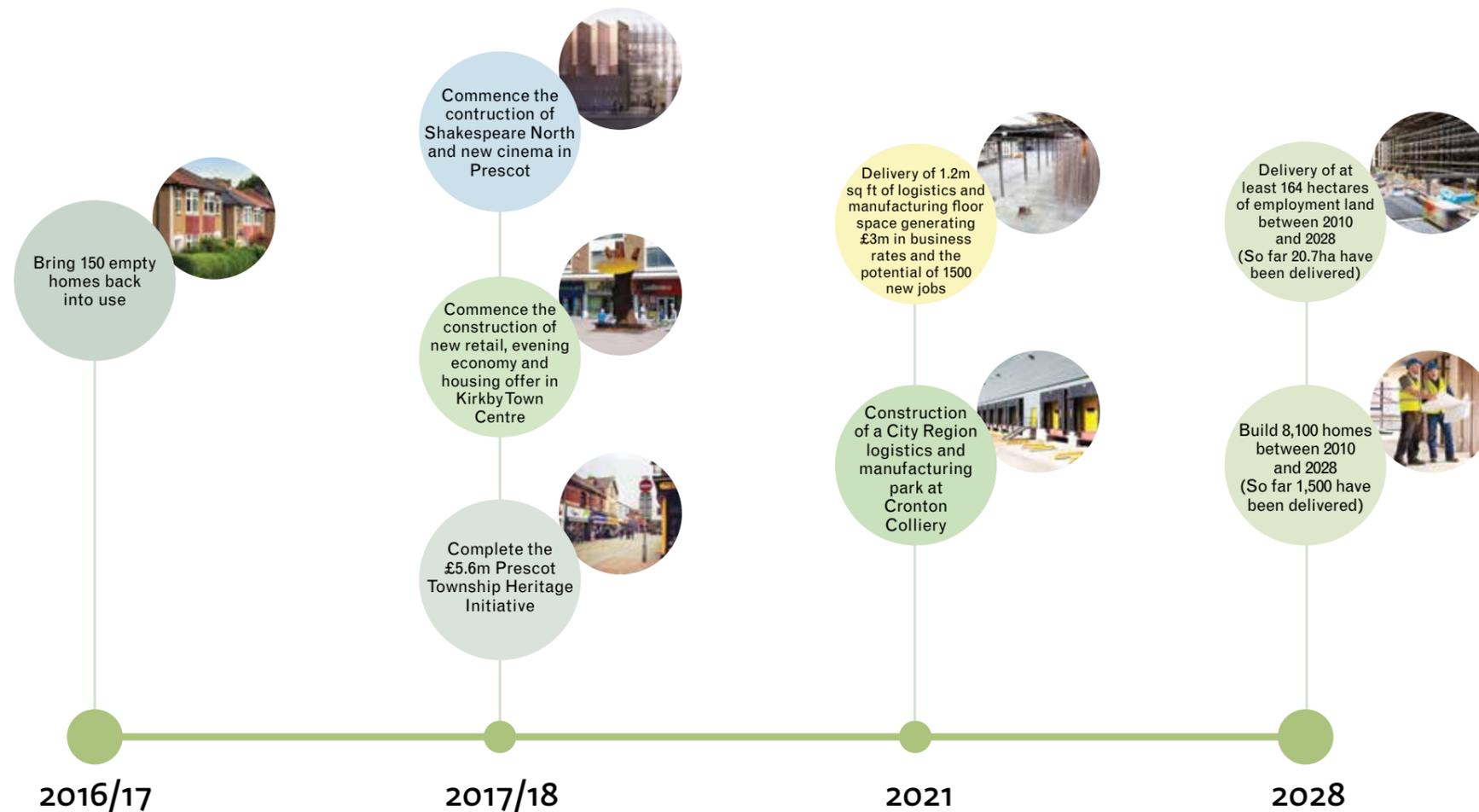
## INVESTMENT IN INFRASTRUCTURE

Through partnership working, Knowsley has benefited from major regeneration programmes and delivered major capital schemes creating state of the art schools, outstanding leisure and health facilities, modern housing and an enhanced transport infrastructure.



## ON THE HORIZON

Many exciting new infrastructure projects are on the horizon, which will further enhance Knowsley's ambition to be the 'Borough of Choice'.



# OUR PRIORITIES

WORKING TOGETHER TO ACHIEVE  
THE BEST POSSIBLE OUTCOMES  
FOR THE KNOWSLEY COMMUNITY



# PUBLIC SERVICE REFORM

Since 2010 Knowsley has been hit harder than any other local authority area in the country by national funding cuts and this trend is expected to continue over the next four years. At the same time we are facing increased levels of demand for services, making decisions on how organisations within the Borough make the best use of reducing resources more important than ever. It is estimated that partners in Knowsley have a collective public sector budget in excess of £1bn. By working smarter and more collaboratively with this resource, partners can remove duplication, reduce demands and build resilience. More importantly, they can achieve the best possible outcomes for the Knowsley community.

Partners have already made significant progress to deliver better outcomes and do more with less resource through transformational activity such as the Stronger Families Programme. There is opportunity to take this collaboration further, not just changing the way services are delivered but changing public behaviour and tackling 'wicked' issues such as worklessness. This could result in more joint commissioning of provision and the development of alternative delivery models with partners from both the third and private sectors in Knowsley and the wider Liverpool City Region to provide the best and most cost effective services for residents.

The internet offers significant opportunities for delivering efficient services with less resource. Moving services online will enable organisations to meet the demand for better public services that are simple, clear and fast to use. It will also release valuable savings, which are essential given the reductions in funding. However, it is important to ensure that no Knowsley resident is left behind in today's digital age. Empowering residents to build their digital capabilities and maximise the use of digital channels is key to ensuring that the benefits of online services can be fully realised.

## What does the community say?

**There are resident volunteer groups like the Friends of the Park who do fantastic work in the community. This sort of volunteering should be encouraged.**  
(Local Advisory Group Member)

**Can't the council and its partners do more to make sure that local people and businesses benefit from public sector contracts?**  
(Local Advisory Group Member)

**I.T. courses running in the community can help residents gain knowledge/learn.**  
(Local Advisory Group Member)

## DID YOU KNOW?

The average cost of services reacting to families' needs before the Troubled Families Programme (known locally as the Stronger Families Programme) intervenes is £26,200 per year, rising to £44,000 for the most complex families. This indicates the scale of potential savings from redesigning public services to turn families around.

## Activity to be delivered across the Partnership:

- Deliver the Knowsley Partnership Digital Inclusion Strategy to raise digital access, skills and confidence amongst residents and businesses and to ensure that no Knowsley resident is left behind in today's digital age.
- Move more customer interactions and contacts online (as opposed to face-to-face or over the phone), ensuring the maximum uptake of online services and therefore greater savings.
- Explore further opportunities for collaborative working across the public sector in relation to:
  - commissioning and procurement;
  - recruitment, retention and redeployment of public sector workers;
  - co-location of services;
  - shared services; and,
  - combining land assets.
- Take advantage of greater collaborative opportunities arising as a result of the Liverpool City Region Devolution Agreement and ensure that Knowsley's 'voice' is at the forefront of partnership activity carried out at that level.

## What will success look like by 2020?

- Joint working between residents, business, charities and the public sector to tackle major issues, and where appropriate, deliver services in partnership, e.g. integration, co-production, mutuals etc.
- Knowsley residents equipped with the digital skills to access services, develop business and work collaboratively
- Provision of high quality services online
- Increase in the number of enquiries dealt with online
- More joined up commissioning and procurement activity

## Strategic outcomes

- A thriving and diverse economy
- Residents are healthy, safe and financially secure
- Children get the best possible start in life and have opportunities to reach their potential
- Attractive and sustainable neighbourhoods, towns and green spaces



# CHILDREN AND FAMILIES

We want all children and families to be safe, healthy and financially secure. Whilst this is the reality for most of our families, there are some who experience complex and deep rooted challenges. Joining up services in a multi-agency approach and ensuring support is organised around what the individual and family needs, not what the professional can offer, is critical to improving the life chances for those with complex needs.

In Knowsley, 29.8% of children live in poverty, compared to the England average of 18.6%. Growing up in poverty can affect every area of a child's development and life chances. Children in poverty are more likely to suffer from poor physical and mental health, live in poor quality housing and unsafe environments. They are also less likely to achieve their academic potential and secure employment as adults.

There are some children who are particularly vulnerable and need extra help to keep them free from harm and exploitation. There has been demonstrable progress in tackling child sexual exploitation through the establishment of a dedicated multi-agency team – "Shield" – tasked with dealing with this issue. Significant improvements have also been made in Children's Social Care with Edward Timpson, Minister of State for Children and Families stating that "the leadership of the Council has clearly responded positively to the challenge of tackling this and other issues".

Despite this, challenges do still remain: rates of referrals to Children's Social Care and Children in Need are higher in Knowsley than England averages. Domestic abuse is amongst the issues facing some of Knowsley's most vulnerable families. There are around 3,500 incidents of domestic abuse a year in Knowsley and incidents are more common in households with young children (aged up to 7 years).

## What does the community say?

**The needs of some vulnerable groups, for example children and young people missing from home and education, require focus. It is important that the Safeguarding Children Board continues to challenge and hold to account all those responsible for services to these children to ensure that this happens.**  
(Chair of Knowsley Safeguarding Board)

**It is important to create an environment where children feel safe coming forward with any issues they may have.**  
(Local Advisory Group Member)

**I wouldn't be here without Domestic Violence support**  
(Service User)

## DID YOU KNOW?

Knowsley's approach to prevention is underpinned by high quality early years provision. In 2014, Kirkby Children's Centres team was the first in the country to achieve an 'Outstanding' rating for a group inspection. Huyton Children's Centres have also received recognition for excellent practice through being awarded the Investing in Volunteers Kitemark in January 2016. It was the first children's centre in the north of England to receive the award.

## Activity to be delivered across the Partnership:

- Develop the Early Help approach to ensure the Partnership's response to working with families follows a 'team around the family' approach, joining up interventions to prevent and tackle interrelated problems.
- Hold partners to account for delivery of the actions to alleviate child poverty as set out in the Knowsley Child and Family Poverty Plan.
- Continue to develop our responses to child exploitation, to ensure that vulnerable children are protected, and to build upon existing good practice within Shield to develop a centre of excellence.
- Ensure that there is a joined up and consistent approach, across all services/agencies, for those experiencing, or perpetrating domestic abuse and that joined up commissioning arrangements are in place to support the Partnership response to domestic abuse.

## What will success look like by 2020?

- Fewer repeat referrals for domestic abuse and neglect
- A reduction in the number of Children in Need
- There are fewer 0-17 year olds who are Looked After in foster homes or residential care
- More children receiving preventative services for Child Sexual Exploitation and Child Criminal Exploitation
- There are fewer children and families living in poverty
- Children from low income families have the same opportunity to achieve at school as their peers

## Strategic outcomes

- Residents are healthy, safe and financially secure
- Children get the best possible start in life and have opportunities to reach their potential



# EDUCATION

The value of a good education cannot be underestimated. Giving children the best possible start in life helps children fulfil their true potential, living happier, healthier and more prosperous lives. In early years and primary schools, outcomes for children are in line with national expectations, but at the end of Key Stage 4 (KS4), when children sit GCSEs, Knowsley falls behind national standards despite recent improvements.

The Knowsley Partnership is collectively committed to working with our secondary schools to ensure that all children achieve better educational outcomes at KS4. Attainment will be one of the challenges for a soon to be established Education Commission. A further challenge will be to understand the Partnership's role in the education landscape. With the role of local government changing and the promotion of Multi Academy Trusts as preferred delivery model, over the next few years education will have increasingly complex governance structures.

We believe that children and young people have the right to receive high quality teaching and learning every day, in every school and in every lesson. This needs to be underpinned by school governance and leadership of the highest quality, drawing on key skills within the community, particularly the business sector.

We also recognise the importance of connecting education to business and employment and ensuring that young people are suitably prepared for the world of work. Apprenticeships have been a key part of supporting people into work and we need to build on the numbers and quality of apprenticeships that have already been created. Work experience also offers young people the opportunity to see how organisations and business operate which will help to inform their career choices in the future.

## What does the community say?

If parents or family members don't support and encourage education then it is easier to not fully engage within school.  
(Youth Parliament: Education working group)

It is important to get young people job ready, for example, through developing interview techniques and for young people to gain work experience/training.  
(Local Advisory Group Member)

## DID YOU KNOW?

National research found that there is a clear link between absence and attainment. As levels of pupil absences increase, the proportion of pupils reaching the expected levels of attainment at Key Stage 2 and Key Stage 4, decrease. Although still not where we want it to be, secondary school attendance in Knowsley has improved every year since 2013.

## Activity to be delivered across the Partnership:

- Strengthen Knowsley's education offer through:
  - creation of an Education Commission to take action to ensure that the Borough's children and young people receive the high quality teaching and learning to which they are entitled; and,
  - securing outstanding leadership and governance within our schools to hold head teachers to account for school's performance.
- Encourage businesses, schools and colleges to work collaboratively to:
  - tailor the curriculum to meet the needs of businesses;
  - increase work experience opportunities; and,
  - improve careers education and advice to young people as part of the roll out of the City Region's Careers Hub.
- Work with employers to create apprenticeships and support young people to access these and then go on to sustain employment within the Borough.

## What will success look like by 2020?

- More primary and secondary schools have good or outstanding leadership and management
- There are fewer pupils absent from primary and secondary school
- More pupils achieving of 5 or more A\*-C grades at GCSE or equivalent including Maths and English (5ACEM)
- More pupils achieving a level 5 or above in reading, writing and Maths at key stage 2
- More children achieving a good level of development at the Early Years Foundation Stage
- Increased number of residents with Level 3 skills
- Increased take-up of Higher and Advanced Apprenticeships

## Strategic outcomes

- Residents are healthy, safe and financially secure
- Children get the best possible start in life and have opportunities to reach their potential
- A thriving and diverse economy

# HEALTH AND WELLBEING

Improving the health and wellbeing of Knowsley residents and individuals that work in the Borough is vital to economic growth, and improved life chances and outcomes. Knowsley has made big improvements in health over the last 10 years or so, but despite this, Knowsley residents still generally have poor health compared to other areas. People are more likely to smoke, drink alcohol excessively, be inactive and be overweight. This largely explains the higher rates of cancers, respiratory disease, heart disease and strokes than in other areas.

At the same time, people are living longer with complex care needs increasing the demands and costs on health and care services. Reducing resources means we must deliver a health and social care system which is effective, efficient and high quality. Key to this will be delivering preventative services and intervening early to avoid unnecessary complications and worsening of people's circumstances. Effective adult safeguarding is also essential to ensure people can retain independence, wellbeing and choice and be able to live a life that is free from abuse and neglect. There needs to be a strong focus on the prevention of abuse and neglect as well as promoting good practice for identifying and responding to concerns on a multi-agency basis.

As a result, health and wellbeing continues to be a priority area requiring focussed activity and partnership working between health providers, the Clinical Commissioning Group, Council and a wide range of other partners. Through the Joint Health and Wellbeing Strategy partners have agreed to work together to improve health and wellbeing by focussing on the following two priorities:

- Promoting healthy living and,
- Promoting emotional wellbeing and mental health.

## What does the community say?

**Stopping drinking wasn't the hard bit; it was staying off it that was hard! The service gave me the tools to stay stopped and gave me plenty of positive things to think about.**

(Alcohol Reduction Service User)

**I think the first thing to do is to educate and inform people that mental health is not something to be ashamed of or shunned. It is a problem like any other that affects the mind instead of another part of the body.**

(Service User)

**It is important to invest in community organisations to help support and meet the needs of the older population to be able to reduce residential/nursing beds.**

(Local Account 2016)

## DID YOU KNOW?

Mental health disorders affect more than 1 in 4 people during their life time and represent up to 23% of ill health in Knowsley. Over £40 million is spent directly on mental health provision in Knowsley, but this figure does not take into account the wider costs to services that deal with the impacts of mental health issues (e.g. Police, Accident & Emergency depts. and social housing). Shifting focus from mental health treatment to promotion and prevention can reduce pressures across a wide range of services.

## Activity to be delivered across the Partnership:

- Implement the Mental Health Commissioning Plan and Children and Young Person's Mental Health Transformation Plan including delivery of a range of interventions aimed at:
  - improving the mental resilience of children, young people and their care givers; and,
  - developing dementia friendly communities.
- Continue to transform health and social care services to deliver better care, reduce pressures and meet the challenge of people living longer with complex needs by:
  - Working in partnership to integrate commissioning and provision more productively;
  - The mobilisation of and support for the community and voluntary sector to provide services directly; and,
  - The delivery of Extra Care Housing, to encourage independent living and reduce social isolation.
- Focus on behaviour changes and preventative actions to promote positive lifestyles choices and health promoting environments.
- Ensure effective safeguarding practice is in place across all partners and safeguarding is seen as everyone's business.

## What will success look like by 2020?

- Life expectancy has continued to increase
- Improved quality of life for all, including individuals with long term health conditions
- Reduction in harmful lifestyles choices, such as smoking, excessive alcohol consumption and inactivity
- Fewer unplanned hospital admissions and re-admissions
- Improved emotional wellbeing of children, young people and families
- A reduction in the number of people with mental health problems and better outcomes for those affected
- Less people are alone and experience loneliness
- More people living in the community independently for longer
- People with dementia diagnosed early and supported effectively

## Strategic outcomes

- A thriving and diverse economy
- Residents are healthy, safe and financially secure
- Children get the best possible start in life and have opportunities to reach their potential
- Attractive and sustainable neighbourhoods, towns and green spaces

# GROWTH AND JOBS

It is important for the Partnership to leverage and encourage private sector growth to create a thriving and sustainable Borough with a balanced economy. With the Liverpool City Region's historic devolution agreement in place and implementation underway, the City Region is benefitting from increased powers and extra funding to support and grow the local economy; solidifying its position as a major gateway to the Northern Powerhouse.

Knowsley is a key economic location for the Liverpool City Region, providing 62,400 jobs across 3,700 businesses. Recent business growth marks a strong step towards establishing Knowsley as a place where more people want to invest, work and do business. Knowsley's Local Growth Hub is a single point of contact for all business needs, such as start-up guidance, skills development, property searches and financial advice. Through our Place Board there is closer partnership working between the public and private sector partners to drive growth and help shape a successful and prosperous future.

There is renewed confidence in growth opportunities and as a Borough we will continue to capitalise on Knowsley's strengths, including unrivalled connectivity, competitively priced business space and release of new employment land through the Local Plan to grow the existing business base and attract new enterprises. We also need to support our residents to access employment within the City Region's growing economy by gaining the right type and level of skills to compete for work, as set out in the City Region's well established Skills for Growth work.

Through its active role in the Liverpool City Region Combined Authority and close working with the Local Enterprise Partnership and others, the Partnership can ensure that the Borough's residents and businesses share in the City Region's future economic growth.

## What does the community say?

**I don't think we'd have the same level of success if we weren't based in Knowsley. Knowsley gives us a real competitive edge.**  
(Director, Leather Satchel Co.)

**Development of transport infrastructure projects such as HS2 could bring new opportunities to Knowsley.**  
(Local Advisory Group member)

**There is a skills gap which prevents some people from accessing employment opportunities.**  
(Local Advisory Group member)

**The facilities that are here, the infrastructure that's here, it's a great place to do business.**  
(MD, Clarke Energy)

## DID YOU KNOW?

Knowsley has a key role in supporting two of the City Region's priority economic sectors: Logistics and Advanced Manufacturing. These are the areas where Knowsley has potential for long-term sustainable growth. Already there has been an increase of 2,400 jobs across these industries in the last five years.

## Activity to be delivered across the Partnership:

- Promote and support delivery of the Growth Hub to be a single point of contact for all business enquiries.
- Work in partnership to deliver new infrastructure projects to take advantage of funding opportunities as they arise.
- Encourage the public, private and voluntary sector employers in Knowsley to gain Living Wage accreditation, by paying the wage rate recommended by the Living Wage Foundation.
- Develop a 'vocational education offer' where there is an identified skills gap to provide the technical skills and academic education to prepare young people for careers in these future growth sectors.
- Be proactive, plan ahead and utilise Knowsley's unique strengths to secure the best deal possible from Liverpool City Region Devolution.

## What will success look like by 2020?

- More registered businesses and jobs, with strong growth in the target sectors: advanced manufacturing and logistics
- More businesses surviving three years after their launch
- More residents who are self-employed / entrepreneurs
- The population of Knowsley has continued to grow, including the population of economically independent residents
- More residents are in sustainable employment
- Residents earnings are increasing at faster rate than the national average

## Strategic outcomes

- A thriving and diverse economy
- Residents are healthy, safe and financially secure
- Children get the best possible start in life and have opportunities to reach their potential
- Attractive and sustainable neighbourhoods, towns and green spaces



# KNOWSLEY THE PLACE

The right 'place offer' can underpin growth and encourage economically independent people and families to move to Knowsley. Our approach has been aligned with wider work to develop attractive and affordable quality housing, with access to good schools, shopping areas and leisure facilities.

Knowsley's housing market remains unbalanced with family-sized accommodation dominant. The Borough's housing strategy aims to deliver a housing offer by 2021 that not only responds to the needs of current residents but also attracts people to the Borough with homes that meet their aspirations. Action will be taken to increase the number of homes in the Borough and enhance the quality of existing stock and improve residents' access to housing. This will include bringing empty homes back into use. The Council will work with landowners and developers to bring forward the sustainable urban extensions identified in the Local Plan for residential development.

A key element of the right place offer is the development of vibrant, sustainable town centres. There is an opportunity to build upon existing foundations to enhance Huyton Village and Kirkby and Prescot town centres. This will include working in partnership to deliver a new retail, leisure, evening economy and housing offer in Kirkby Town Centre, develop masterplans for Huyton and Prescot and bring schemes such as Shakespeare North Theatre, a Cinema and the Prescot Townscape Heritage initiative to completion.

The wider place offer naturally encompasses cultural and leisure activities. Shakespeare North's proposals for an Elizabethan playhouse in the Borough represent an unparalleled opportunity to enhance Knowsley's cultural landscape.

Knowsley is also home to some of the best open spaces in the Liverpool City Region. The Borough's parks and green spaces are integral to its attractiveness and contribute hugely to the place offer. It is therefore essential that the quality of Knowsley's environment is effectively maintained.

## What does the community say?

**New residential development has to make sense and be viable.**  
(Local Stakeholder feedback on Housing Strategy)

**The Shakespeare North development has the potential to be a key driver for regeneration, aspiration and education. An excellent opportunity that can't be missed.**  
(Member of the public)

**Through our involvement in the park, it is now utilised to its full potential and we have become self sufficient in looking after and maintaining it.**  
(Member of Friends of Jubilee Park)

## DID YOU KNOW?

The Affordable Homes Programme saw local Registered Providers deliver 679 affordable homes leveraging in over £60m worth of investment including the delivery of significant Extra Care schemes, Bluebell Park, a 121 unit scheme in Huyton, and Derby Court, a 40 unit scheme in Halewood.

## Activity to be delivered across the Partnership:

- Implement new Housing Strategy to:
  - rebalance the housing market with a focus on aspirational homes;
  - bring 140 empty homes back into use;
  - support the delivery of the Local Plan target of 8,100 new homes by 2028; and,
  - generate substantial economic and social value through increased housing supply for the benefit of Knowsley residents.
- Commence the construction of new retail, evening economy and housing offer in Kirkby Town Centre.
- Complete and adopt master plans for Huyton Village and Prescott town centre and for the three large Sustainable Urban Extensions to guide development and investments in these areas.
- Support the implementation of the Shakespeare North Theatre proposals and the construction of a new cinema in Prescott.
- Complete the £5.6m Prescott Township Heritage Initiative.

## What will success look like by 2020?

- The population of Knowsley has continued to grow, including the population of economically independent residents
- A rebalanced housing market which meets local needs and draws people to the borough
- Significant progress towards the Local Plan target for new homes
- More vibrant town centres underpinned by new retail, cultural and evening economy developments
- Parks and green spaces being provided by a new delivery model that maintains quality and delivers efficiencies

## Strategic outcomes

- A thriving and diverse economy
- Residents are healthy, safe and financially secure
- Children get the best possible start in life and have opportunities to reach their potential
- Attractive and sustainable neighbourhoods, towns and green spaces

# DELIVERING THIS PLAN

WE VALUE THE ASSETS AND  
CAPABILITIES OF KNOWSLEY  
RESIDENTS AND LOCAL COMMUNITIES  
AND WILL STRENGTHEN AND  
ENHANCE THESE

## DELIVERING THIS PLAN

### Cooperative Principles

The Partnership is united by five cooperative principles; these will guide the actions we take to successfully deliver our strategy:

- 1** Empower residents to take an active role in their communities – we value the assets and capabilities of Knowsley residents and local communities and will strengthen and enhance these assets so that individuals and communities are empowered to take greater control and make decisions that affect their lives. This principle also embodies behaviour change as we recognise that we need to support people to be less dependent on public services, by empowering them to find solutions from within their communities to the challenges they face.
- 2** Partnerships and cooperation – we will continue to work in partnership with residents, communities, agencies and businesses that deliver mutual benefits and are based on a shared sense of responsibility for the well-being of Knowsley. Our partnerships will not be tied by Knowsley's geographical boundary. We will seek to secure the best possible deal for Knowsley residents and businesses through the Liverpool City Region Devolution Agreement. We will also maximise every opportunity to improve our efficiency through service integration and the pooling of resources on a City Region footprint.
- 3** Building social value – we will seek to secure the best social and economic return on the 'Knowsley Pound' (e.g. through public sector commissioning and procurement processes) to maximise positive outcomes for Knowsley residents and businesses.
- 4** Community Leadership – we recognise the importance of effective community leadership in the borough. Partners will work together to ensure that local stakeholders, including elected members have the opportunity to engage in the work of the partnership to advocate for the communities they represent.
- 5** Retaining jobs and investment locally – a successful economy that offers good jobs and incomes for all of our communities makes a huge contribution to prosperity, health and wellbeing of all age groups. Throughout our actions, we will maximise opportunities to create good quality local jobs. We will also capitalise on Knowsley's assets to secure substantial private and public sector investment supporting the overall sustainability of the Borough.

### Community Engagement

The better we know about the requirements, priorities, and opinions of Knowsley's population and the needs of specific service users, the better able we are to target finite resources more effectively and efficiently, whilst identifying the most vulnerable and meeting the greatest need. We will do this by utilising the Knowsley Engagement Network. The Network provides a gateway for engagement and involvement with children and young people, the wider community and special interest groups including Healthwatch Knowsley, the Older People's Partnership Board and the Learning Disabilities Partnership Board. Local Advisory Groups form part of the Knowsley Engagement Network and provide community representatives with a strong platform to share their views and influence the work of the Knowsley Partnership.

### Accountability and Measuring Success

Performance updates will be shared with the community on how we are progressing and what has been delivered. Member organisations of the Knowsley Partnership also agree to be accountable to one another for their contribution in implementing the Strategy for Knowsley.

Each priority will be overseen by an Executive Sponsor who is responsible for driving delivery of the priority and its associated outcomes. The Executive Sponsor will provide assurance on progress to the Strategic Board and escalate any barriers or risks that can only be resolved through the Board's involvement. Whilst an Executive Sponsor will lead, there is an expectation that all organisations will play an active role in implementing the priorities. Organisations are asked to refine and revise their existing plans and activity to embed the commitments within the Strategy for Knowsley.

Links will be made to existing performance frameworks and reporting across partner organisations to monitor progress towards the outcomes and indicators outlined in this document. In addition to quantitative measurements, it is important that we understand the experience of the community to fully assess the impact of the partnership and these actions. Therefore, we will engage regularly with the Knowsley Engagement Network and service users to capture real life stories on whether things are feeling better or worse.

The Strategy for Knowsley is underpinned by a series of strategic documents including those that fulfil specific statutory duties: Knowsley Child Poverty Strategy, Community Safety Plan, Joint Strategic Needs Assessment, Knowsley's Digital Inclusion Strategy, Housing Strategy, Green Space Strategy, Economic Growth Plan and Knowsley Joint Health and Wellbeing Strategy

### Members of the Knowsley Strategic Board

This Strategy is shaped and owned by the members of the Knowsley Strategic Board which includes; Councillor Andy Moorhead, (Leader of Knowsley Council), Steve Coffey (Chair of the Knowsley Health and Wellbeing Board), Alan Seeley (Chair of the Chamber of Commerce), Jane Kennedy (Merseyside Police and Crime Commissioner), Councillor Gary See (Cabinet Member for Children's Services, Knowsley Council), Dr Andrew Pryce (Chair of Knowsley Clinical Commissioning Group), Professor Peter Roberts (Chair of First Ark) and Tony Fitzmaurice (Representative of Knowsley Youth Mutual).



