

# One Day - Liverpool City Region Combined Authority Response



**LIVERPOOL  
CITY REGION**  
COMBINED AUTHORITY

**METROMAYOR**  
LIVERPOOL CITY REGION



## Background to the Action Plan

One Day is a civic group which aims to increase the visibility of women who live and work in the Liverpool City Region by lobbying and advocating for change. The group has been working with Liverpool John Moores University and a group of c100 women to articulate the actions needed to address gender equality in the City Region's economy. The group has produced a report which reflects the perceptions and priorities of the women who have contributed to it.

This makes the report an especially useful source of insight for the Liverpool City Region Combined Authority (LCRCA). We have reviewed and considered the report carefully and this document sets out our response to the report and outlines how we propose to collaborate with One Day to progress our shared aspirations around gender equality.

### The important messages in One Day's Report

One Day's report covers a broad range of economic issues and challenges for women in the city region. It highlights that women are under-represented and have concerns regarding how investment activity serves to narrow the gender gap. The One Day report presents evidence to highlight the economic cost of aspects of gender inequality and highlights the potential economic benefit of narrowing the gender gap for the UK economy.

This makes it especially important that the LCRCA continues to work to ensure that policy development is inclusive by design,

based on evidence that considers gender and other protected characteristics and representation of women in decision making forums.

One Day's report also highlights the challenges facing the care sector, the business models that leave many women underpaid, the unequal burden unpaid caring responsibilities have on women, and the barriers it can create to career progression and for women to realise their full potential. The report asks for greater representation of women in the Combined Authority's governance structures and calls for a review of the existing boards with a remit that includes fairness, inclusive economy and equalities.

One Day's aspiration is closely aligned to that of the Combined Authority. Women make up 51% of the City Region's population; we must do all we can to make sure they are equally able to contribute to and benefit from the economic success of the city region.

Equality, diversity and inclusion is a central theme in our strategic aims. In his Manifesto, the Metro Mayor committed to work towards a city region where no one is left behind<sup>1</sup>. This aspiration for an inclusive economy is set out in our long-term economic plan<sup>2</sup> for the City Region, which reflects foundational economy principles and seeks to support more sustainable and equitable economic progress. We cannot achieve these aspirations without equality, including but not limited to gender equality.

## Progress So Far

The first report produced by One Day posed the question: “What if the next big thing is 1,000 small things?” The Combined Authority has picked up this call for action on all fronts and has made significant progress in numerous areas including:

- **Political representation:**

The elections of Mayor Joanne Anderson as Mayor of Liverpool City Council, Cllr Janette Williamson as leader of Wirral Borough Council, and Emily Spurrell as Police and Crime Commissioner has improved gender balance at the Combined Authority. Alongside this, the Metro Mayor introduced the deputy portfolio holder role to bring female political leaders into decision making at the Combined Authority and has appointed Cllr Janette Williamson as his Deputy Mayor.

- **Embedding equality, diversity and inclusion throughout our operations:**

In 2021 the Metro Mayor announced a new portfolio area to give specific focus and consideration to equality diversity and inclusion. This new portfolio is led by Mayor Joanne Anderson. To support this portfolio, we are completing a review of our equalities infrastructure and internally, we are developing a new corporate equalities strategy.

- **A majority female Executive Leadership Team:**

The gender balance on the Combined Authority’s Executive Leadership Team, which is appointed by the Metro Mayor and the Combined Authority, has improved considerably over recent years. Two thirds of the LCRCA’s leadership team are women,

including our Chief Executive. This is significant shift from the Combined Authority’s leadership team of 2017, which was 75% men.

- **More women represented in advisory structures:**

Gender balance has improved on the external investment panel following a recruitment round aimed at improving diversity on the panel recruited four new women members.

- **A concerted effort around social value:**

Our new Social Value Framework will set out various commitments to help maximise the Social Value we create through all of our activities. This will challenge us to further embed a focus on equality, diversity and inclusion in all of our activities.

- **Targeted investment to deliver an inclusive economy.**

During Covid restrictions, the Metro Mayor announced a £40m support package to safeguard hospitality, retail and leisure businesses and jobs, key employment sectors for women in the City Region. The Metro Mayor has continued to invest in the social economy, including a £5.5m fund for socially trading businesses. This investment will deliver a more inclusive economy.

- **Making the city safer for women.**

Our new Bus Passenger Charter will include personal safety, with a particular focus on women’s safety and the prevention of hate crime.

We are listening and we are acting and although we are making progress, we know there is still much more to work to do. We will continue to promote gender equality in all that we do and should hold ourselves to a high standard in how we seek equality through our employment practices, the investments we make, the services we deliver, and the strategies we develop.

At the same time, we need to recognise that gender equality requires change across the whole system and action from a range of stakeholders. Numerous stakeholders from across the Liverpool City Region and beyond will need to act to implement the recommendations in One Day's report. No single organisation can affect the scale of change needed to achieve true equality for women, so we must work collaboratively and use all the tools and powers available to us. There is significant scope for the LCRCA to affect change through our investment activity. In the areas where we cannot directly effect change, we will need to deploy:

- **Our convening role:**

when the statutory powers or ability to influence is held by other stakeholders or institutions, such as in the health and social care sector, we will bring people together, identify how we best add value to the work of others and share best practice across the city region.

- **Our lobbying role:**

we will continue to lobby national government for changes to the level and type of funding we receive and where appropriate seek freedoms and flexibilities so that we and others are better able to support gender equality.

- **Our promoting role:**

there may be areas where our role is to promote or highlight a need for change in activities led by others.

We recognise the structural barriers facing women in the economy and are committed to removing them. We will use all the tools and powers available to us to work towards an economy where no one is left behind.

Alongside our external facing activities as a Combined Authority, it is important that we lead the way in our corporate behaviours and actively strive for gender equality across all of our activities. The Combined Authority's forthcoming Equality, Diversity and Inclusion Strategy will set out the full range of activities that we will progress.

## Our Shared Action Plan

One Day's report highlights ten objectives that will contribute to a fairer, kinder and more inclusive economy. We are working with One Day to develop an action plan which clarifies how the Combined Authority will contribute to delivering One Day's objectives and highlights the specific actions we will take. We recognise that One Day is a wholly voluntary network of women from across Liverpool City Region with a shared interest in securing economic equality for women and the benefits this can deliver for everyone. One Day's role, alongside other networks, stakeholders and groups in the City Region, is to enable and encourage the Combined Authority and others to maximise their impact on gender equality. One Day does this primarily by amplifying the voice of its members, shining a light on challenges and opportunities and encouraging action. One Day is reliant on the voluntary contributions of its networks and members to advance its agenda and does not have delivery capacity. Work to develop this joint action plan has only been possible as a result of the voluntary time of One Day members and the support of Liverpool John Moores University alongside the work of the officers in the Combined Authority.

The Combined Authority is currently reviewing the boards and panels that advise on our equality, diversity and inclusion work with the aim of ensuring that our work in this area is informed by the perspectives and experiences of a diverse group of citizens. A decision on the future arrangements will be taken at the April meeting of the Combined Authority. Once arrangements are confirmed, this action plan will be taken to an appropriate panel to be reviewed and finalised subject to the views and priorities of the panel's members.

One Day are rightly ambitious about the scale of change that is needed in the City Region and beyond to achieve gender equality within our economy. By working together on our shared priorities and understanding the different roles we all play, we will turn that ambition into action.

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1. Women in leadership and more diverse representation in all civic duties.	<ul style="list-style-type: none"> <li>• Leadership is a form of visual communication disseminate through media channels where there is success (highlight women and women of colour in leadership positions) in business, community, and civic sectors.</li> <li>• All public boards and representative panel roles at the CA to have a 50:50 gender balance.</li> <li>• Create a dialogue and support local authority leaders, LEP, Police and Crime Commissioner and</li> </ul>		●		●	<p>We will continue to...</p> <p>a) Promote women in senior roles in our organisation and move towards a more gender balanced workforce at all levels.</p> <p>b) Support the development of our female workforce by facilitating employee groups such as LCR Women Together.</p> <p>And we will also...</p> <p>c) Actively use the CA platform to promote and share successes of women in leadership in the City Region.</p>	<ul style="list-style-type: none"> <li>• Active encouragement of diversity of women to apply for leadership positions through expanding networks.</li> <li>• Offer to Boards seeking women members to identify and support women joining Boards.</li> </ul>	<ul style="list-style-type: none"> <li>• Invite Chairs of other public Boards and panels within City Region institutions to adopt a 50% minimum target of women.</li> <li>• Invite those Education, healthcare and safety anchor institutions who employ more women than men to reflect their employee make up at leadership and Board level 70% plus.</li> </ul>

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	Merseytravel to address equal representation in cabinet roles.					<p>d) Actively promote how the CA has achieved a shift in gender balance in its own leadership and governance.</p> <p>e) Review the diversity of all the CA's advisory panels and implement remedial actions to improve diversity where required.</p> <p>f) Convene a meeting with the City Region's local authority partners to understand how we can collectively action the recommendations in the Women in Leadership Report.</p>		



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2. Identify and Fund more women-led projects.	<ul style="list-style-type: none"> <li>Acknowledge and account for the economic contribution of women-led sectors such as the social care sector and the beauty and wellbeing industry.</li> <li>Continue to prioritise a positive action plan pipeline for women and people from Black and diverse ethnic communities.</li> </ul>	●	●			<p>We will continue to...</p> <p>a) Actively collect information needed to enable positive action on gender equality amongst beneficiaries of CA funded programmes where evidence of need exists and funding allows.</p> <p>b) Work towards gender balance on our investment and advisory committees, building on our recent progress to improve the gender balance in the CA's external investment panel.</p>	<ul style="list-style-type: none"> <li>Convene a Community Led Commission on rethinking social care.</li> <li>Continue to promote and profile women led projects including Black women led projects to achieve the Butterfly Effect.</li> <li>Identify those projects capable of scale for consideration at both pre-development and investment.</li> </ul>	<ul style="list-style-type: none"> <li>LCR's Social Care commissioners to consider recommendations of CLC.</li> <li>Technical support for One day Hospitality response.</li> <li>Recognise jointly agreed longlist scalable projects and how to deliver.</li> <li>Consider &amp; remove systemic barriers identified as priority by One day women.</li> </ul>

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	<ul style="list-style-type: none"> <li>Identify and address the causes of lower take-up by women in traditional start and scale-up environments: business structure, caution, and gender bias.</li> </ul>					<p>c) Ensure our strategic framework prioritises and promotes inclusive growth and foundational economy principles.</p> <p>We will also...</p> <p>d) Actively extend our network of project partners to achieve greater diversity in the co-development of projects and programmes in our investment pipeline.</p> <p>e) Where evidence and intelligence identifies a need, we will work with partners to co-develop interventions that address inequality and put these</p>	<ul style="list-style-type: none"> <li>Provide networks advice/support for programmes and projects addressing recovery or growth in women dominated sectors eg One Day response to Hospitality.</li> <li>Consult One Day network on systemic barriers for priority removal.</li> </ul>	

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						<p>forward for consideration as part of our investment pipeline.</p> <p>f) Strive for continuous improvement in how we design and implement projects to maximise the diversity of participants and beneficiaries and through our convening role, share best practice with other funders.</p> <p>g) Convene key actors in the LCR business support system to understand and address systemic barriers to women's opportunity to develop and deliver strategically significant projects and their access to business and enterprise support</p>		

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3. Invest in industries proven to drive economic growth and deliver wellbeing at the same time such as social care, hospitality and culture/creativity.	<ul style="list-style-type: none"> <li>• Redefine innovation criteria from a feminist standpoint and use this new definition to select pre-development and full bids.</li> <li>• All LCR investments to have least 30% women on their executive boards with a target of 50% within three years.</li> </ul>	●	●		●	<p>We will continue to...</p> <p>a) Take an evidence-led approach, taking account of gender impacts and evidence, to developing our strategic and investment priorities to best support wellbeing and prosperity.</p> <p>b) Implement frameworks and charters that shape ours and others investment approach to best support inclusive growth and wellbeing (for example the Fair Employment Charter and Social Value Framework).</p> <p>c) Proactively support the social economy.</p>	<ul style="list-style-type: none"> <li>• Invite Academic Institutions to work with One Day on new gender inclusive criteria for innovation.</li> <li>• See above on care sector.</li> <li>• Gather and supply evidence to inform strategic investment priorities (subject to LJMU or similar support).</li> </ul>	<ul style="list-style-type: none"> <li>• LJMU, UOL, Edge Hill Uni research consortium (apply for network grant from AHRC) to compile existing evidence to support strategy development.</li> <li>• Innovation and prosperity index research.</li> </ul>

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	<ul style="list-style-type: none"> <li>Support mechanisms that invest in the care sector to create a multiple return on investment as well as the physical redevelopment of our city region.</li> </ul>					<p>d) Focus on prosperity as an indicator of economic success that recognises the importance of inclusivity and wellbeing.</p> <p>We will also...</p> <p>e) Continue to diversify the Combined Authority's investment pipeline and project portfolio by delivering action 2a to 2e above.</p>		

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						<p>f) Lobby national government to provide flexible funding that allow us to target investment at areas that promote prosperity.</p> <p>g) Promote the important role that all parts of the economy play in creating prosperity.</p>		

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4. Reduce the gender pay gap across all sectors, particularly large employers of women such as education, social care, hospitality and retail.	<ul style="list-style-type: none"> <li>• Annual publication and hold to account a list of all large organisations in the region that report on the gender pay gap. Consider embedding principles from the WEF Gender Gap Accelerators.</li> <li>• Encourage each borough to re-value care workers on minimum salaries and put pay progression plans in place.</li> <li>• Highlight good practice, support, and communicate success (profile women).</li> </ul>	●		●		<p>We will continue to...</p> <p>a) Lead from the front, publishing our own gender pay gap and taking targeted action to address it.</p> <p>b) Encourage the City Region's major employers to sign up to the Fair Employment Charter which actively promotes equality.</p> <p>c) Support the hospitality and retail sector in its post-Covid recovery.</p>	<ul style="list-style-type: none"> <li>• Publish and promote successes on gender pay gap via media (subject to LJMU research grant).</li> <li>• Highlight financial inequalities as they affect women (subject to LJMU research grant).</li> <li>• Feed into national discussions from a regional standpoint.</li> <li>• Identify and join local and national campaigns on care workers wage rises.</li> </ul>	<ul style="list-style-type: none"> <li>• Join national campaigns including employer led campaigns and implement existing government strategy.</li> <li>• Support from Women's Equality party and WBG.</li> <li>• Ask anchor institutions, health, local government, crime and education in the region report to new CA Women's Equality Board TBA.</li> </ul>

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						<p>We will also...</p> <p>d) Embed the Fair Employment Charter into our procurement and commissioning practices.</p> <p>e) Lobby national government to provide appropriate financial support to local authority partners to enable them to address pay challenges in the care sector.</p>		



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5. Support funding for childcare and social care in the region.	<ul style="list-style-type: none"> <li>Work with partners to create an innovation fund/ accelerator programme for care providers for piloting new business models (including metrics from a prosperity index – wellbeing, health, mental health etc).</li> </ul>				<ul style="list-style-type: none"> <li>We will continue to...               <ul style="list-style-type: none"> <li>a) Highlight the importance of foundational economy principles and embed them in the Combined Authority's key policy documents so that the importance of childcare and social care as economic enablers are reflected in our activities.</li> <li>b) Explore how our investment activity can reduce the burden on social care, such as the focus on accessible housing outlined in the LCRC Housing Strategy.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Convene working group on rethinking social care inc childcare.</li> <li>Promote and profile women led projects including Black women led projects capable of scale.</li> </ul>	<ul style="list-style-type: none"> <li>Invite ASC commissioners to consider recommendations.</li> <li>Research university.</li> <li>Better understand who is responsible for good Childcare provision - local authorities regulate it.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• Successful economic growth is linked to good childcare provision. Explore how private companies and local authorities' management of childcare provision, can align to the principle that childcare is a core infrastructure of economic productivity.</li> <li>• Assess the CA and other large organisations in the region, including those in receipt of CA funding. What care provisions do their employees need? Highlight good practice if available.</li> </ul>					<p>And we will also...</p> <p>c) Promote the important role that childcare and social care plays as enablers of prosperity and gender equality.</p> <p>d) Work with leading academics to deepen our insight into the role that childcare and social care plays as an enabler of economic prosperity and gender equality and identify the groups most adversely affected by the current system.</p>		

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6. Ensure safe environments for women and girls to live, work and travel in.	<ul style="list-style-type: none"> <li>All six councils and the CA to provide domestic abuse training for staff and use connections in the LCR Employer/ Apprenticeship Brokerage Service to hold employers to account and create better, safer environments for women.</li> <li>Explore with partners such as Merseytravel and LDAS, issues in public spaces and transport to create safe spaces for women.</li> </ul>				<ul style="list-style-type: none"> <li>We will continue to:               <ol style="list-style-type: none"> <li>Promote the work of our partners in the development of Violence Against Women and Girls Strategy.</li> <li>Ensure that Equality, diversity and inclusion is embedded as a theme throughout the LCRCA's employment practices, as outlined in the LCRCA People Strategy.</li> <li>Participate in the Merseyside Domestic Abuse Workplace Champion scheme.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Call on male role models in the region to demonstrate behaviours that prevent and call out violence against women – individual and systematic.</li> <li>Promote financial and economic independence of women through this action plan.</li> </ul>	<ul style="list-style-type: none"> <li>Ask Chairs of public Boards and panels within City Region institutions to promote women friendly behaviours and call out misogyny and exclusionary behaviour with each other.</li> <li>Monitor financial independence of women through action plan.</li> </ul>	

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	<ul style="list-style-type: none"> <li>Continued and vocal support for specialist domestic abuse services that are focusing on women's employment and skills.</li> </ul>					<p>And we will also:</p> <p>d) Participate fully in the Safe Spaces initiative to make our staffed train stations and travel centres available as a safe space for anyone who feels unsafe. We will actively promote our participation in this initiative.</p> <p>e) Provide training and communications to enable and empower our employees to signpost individuals where necessary.</p>		

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7. Covid recovery and growth plans to be developed with young and diverse decision making groups.	<ul style="list-style-type: none"> <li>Clarify how different funding for recovery and growth plans are assessed at the CA. This can develop a better understanding for women and other stakeholders. Actively promote funding opportunities to diverse applicants and support applicants to overcome any barriers to developing and submitting high quality project ideas for predevelopment funding.</li> </ul>		●			<p>We will continue to:</p> <p>a) Actively engage with and seek to understand the views of diverse communities as part of strategy and project development.</p> <p>b) Closely monitor the gender balance and wider characteristics of all participants in engagement activity and actively target under-represented groups.</p> <p>c) Develop the 'Young CA' and maintain our focus on working with a diverse group of young people as members of the Young CA.</p>	<ul style="list-style-type: none"> <li>Gather further evidence of economic benefit of equity based investment and advocate as policy at pipeline and project stages.</li> <li>Issue calls to action on key issues as arise and to identify demonstrations of alternative practice.</li> </ul>	<ul style="list-style-type: none"> <li>WBG support.</li> </ul>

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	<ul style="list-style-type: none"> <li>Devote pre-development funds on an equity basis to level up – prioritise projects led by women from Black and other diverse ethnic groups, young women and economic migrant women, in sectors that employ women.</li> <li>Continue to gather and collect data from young women – particularly those unemployed and under employed and economically inactive.</li> </ul>					<p>And we will also:</p> <p>d) Continue to develop and deepen our engagement activity through implementing our Citizen Voice Strategy.</p>		

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8. All data used to inform policy at the LCR to be separated by gender and protected characteristics.	<ul style="list-style-type: none"> <li>All statistical/ population data used to inform LCR economic funding decisions (grants and loans) to be split by gender, race and disability.</li> <li>Gender budgeting lens to be applied to all funding decisions.</li> <li>Use evidence from Women's Budget Group, ONS etc. – and where the data is not available, ask for it.</li> </ul>	●			●	<p>We will continue to:</p> <p>a) Routinely disaggregate all data analysis used to inform policy by gender and other protected characteristics where it is available.</p> <p>b) Provide transparent information in all published evidence relating to the coverage of datasets by gender and other protected characteristics.</p> <p>c) Explore how we can use new datasets and techniques to fill gaps in the available evidence.</p> <p>And we will also:</p>	<ul style="list-style-type: none"> <li>Publish data and press for action – not better data – in response to findings / celebrate progress.</li> </ul>	<ul style="list-style-type: none"> <li>Women's Economy Board monitoring support TBA.</li> <li>LJMU research support on data analysis.</li> </ul>

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						<p>d) Work alongside the Women's Budget Group to further develop the evidence base available to inform policy making and investment activity.</p> <p>e) Develop and implement a standardised approach to collecting data on the characteristics of the people and businesses that the Combined Authority works with directly.</p> <p>f) Use this information to report on the diversity of businesses and individuals the LCRCA works with, to inform policy and project development, delivery and investment activity.</p>		



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9. Provide the type of support women want, for those who have been made redundant, furloughed and/or self employed and invest in their business to start and grow them.	<ul style="list-style-type: none"> <li>Identify and address sector pay and progression inequalities for female apprenticeships and carry out a gendered assessment of those in receipt of Small Business Grant Fund and Retail, Hospitality and Leisure Grant Fund (£9.4m in LCR) to establish where inequalities exist.</li> </ul>		●	●		<p>We will continue to:</p> <p>a) Build on our investment in Kindred and continue to promote and support growth in the social economy.</p> <p>b) Engage with stakeholders to understand and develop the evidence based challenges and opportunities relating to business start up and growth and use this evidence base to inform policy development.</p>	<ul style="list-style-type: none"> <li>One Day Not So Gentle Women's Club to facilitate shared experience, gather evidence and empower each other.</li> <li>Continue to work with The Women's Organisation, LJMU and others in region to accelerate women's business growth and scale up.</li> </ul>	<ul style="list-style-type: none"> <li>Support from venues across LCR to host ODNISGWC nights/days.</li> <li>Skills providers in the region to pledge support and acknowledgement of the One Day principles.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Provide a reporting route for all women (sector specific) facing redundancy/ made redundant, so metrics can be established, and support networks and services developed.</li> <li>• Develop and implement a £50 million investment programme in the social economy sector to accelerate its growth and the multiplication of social enterprises.</li> </ul>					<p>c) Convene stakeholders in the social economy through our Social and Solidarity Economy Reference Panel and reflect their advice in our policy and investment activity.</p> <p>d) Lobby for support for self-employed workers that were impacted by the Covid 19 pandemic.</p> <p>And we will also:</p> <p>e) Implement the Citizens Voice Programme to better understand the diverse needs of women in LCR and reflect these in our policy making and investment activity.</p>		<ul style="list-style-type: none"> <li>• Tangible support for women over 50.</li> <li>• Monitor through this Action Plan and promote best practice for Butterfly Effect.</li> </ul>

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10. Embed foundational economy principles, investing in the services and products people rely on to drive the economy.	<ul style="list-style-type: none"> <li>Assessment of LCR supply chain, encourage and support large anchor institutions such as universities, local authorities and NHS trusts to assess their procurement within the geographic region of LCR.</li> <li>Continue to apply local economic multiplier measures (e.g. NEF's LM3) to all projects applying for LCR funds/public money.</li> </ul>	●			●	<p>We will continue to:</p> <p>a) Highlight and promote the importance of foundational economy principles and embed them in the Combined Authority's key policy documents.</p> <p>We will also</p> <p>b) Begin to benchmark, monitor and report on our supply chain so that we can be transparent about the percentage of expenditure on goods, services and works within Liverpool City Region and the proportion of women led businesses we work with.</p>	<ul style="list-style-type: none"> <li>Subject to further research grants with universities – metrics and innovation.</li> <li>Work with Women's Budget Group to maximise use existing evidence and research and apply to action within the city region.</li> </ul>	<ul style="list-style-type: none"> <li>Women's economy Board monitoring support TBA.</li> <li>Support LCR CA political and officer Equalities Lead to drive systemic change based on monitoring as demonstrator to other institutions and large employers.</li> </ul>

One Day Objective	One Day Target Results	The Role of the Liverpool City Region Combined Authority				The Role of One Day: Actions and commitments	The Role of One Day: Actions and Commitments	One Day's Ask of Others
		Invest	Convene	Lobby	Promote			
	<ul style="list-style-type: none"> <li>Develop a pilot to monitor the impact of collaborating and networked innovation communities to better understand a hybrid approach of financial and social benefits.</li> </ul>					c) Begin to collect and regularly analyse data on the characteristics of the organisations we are working with. This will extend to characteristics of their ownership and leadership.		<ul style="list-style-type: none"> <li>Anchor institution procurement and follow principles of Community Wealth Building.</li> </ul>

## References

<sup>1</sup> <https://steverotheram.com/wp-content/uploads/2021/04/No-One-Left-Behind.pdf>

<sup>2</sup> <https://www.liverpoolcityregion-ca.gov.uk/wp-content/uploads/Plan-for-Prosperty-2022.pdf>





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