

Pride in Place

KIRKBY REGENERATION AND INVESTMENT PLAN 2026-2036



I'm delighted to present this Regeneration Plan for Kirkby, developed by the Kirkby Neighbourhood Board and shaped by the voices of local people through a series of consultation events.

This is a plan for the community. That's why it was vital to engage with as many residents, businesses and stakeholders as possible to ensure the plan truly reflects their aspirations for Kirkby over the next decade.

The Kirkby Neighbourhood Board is passionate and committed to delivering the very best outcomes for everyone who lives, works, visits, or invests in Kirkby. It brings together public, private, community and voluntary organisations to collaborate, share ideas and resources, and deliver our shared vision for the town.

Our focus is clear - early delivery of projects so that local people start to see and feel the benefits quickly. We know that regeneration is most powerful when it makes a tangible difference to everyday lives, and we are determined to achieve that.

Equally important is regular and ongoing engagement with the community. We will keep listening, learning and working alongside local people throughout this journey to ensure the plan remains relevant and responsive to their needs.

By working together, we aim to make a real and lasting difference in Kirkby, addressing key priorities, strengthening pride and belonging, and creating a town that everyone can be proud of.



Max Steinberg CBE DL
Chair of Kirkby Neighbourhood Board



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1 Introduction to this plan

Kirkby is a town with a proud heritage, strong community spirit and a clear sense of identity. Located within the Borough of Knowsley, on the north-eastern edge of the Liverpool City Region, Kirkby's story is one of resilience, renewal and ambition. From its early agricultural roots to its transformation into a thriving post-war new town, Kirkby has continually adapted to change and remains a place defined by its people and potential.

This Regeneration and Investment Plan sets out a 10-year vision and strategic framework for Kirkby's regeneration. Developed collaboratively through the Kirkby Neighbourhood Board, local community partners, and Knowsley Council, it captures a shared commitment to delivering meaningful and long-term change.

The plan is rooted in local voices and evidence, shaped through community engagement and aligned with wider priorities for Knowsley and the Liverpool City Region. It seeks to build on recent momentum to create a stronger, more connected and more prosperous Kirkby.

By bringing together local leadership and national support, the Pride in Place offers Kirkby the opportunity to lead regeneration from within. Guided by the principles of "Creating thriving places," "Building stronger communities," and "Taking back control," it provides a clear and practical pathway for investment, partnership and local pride over the next decade.

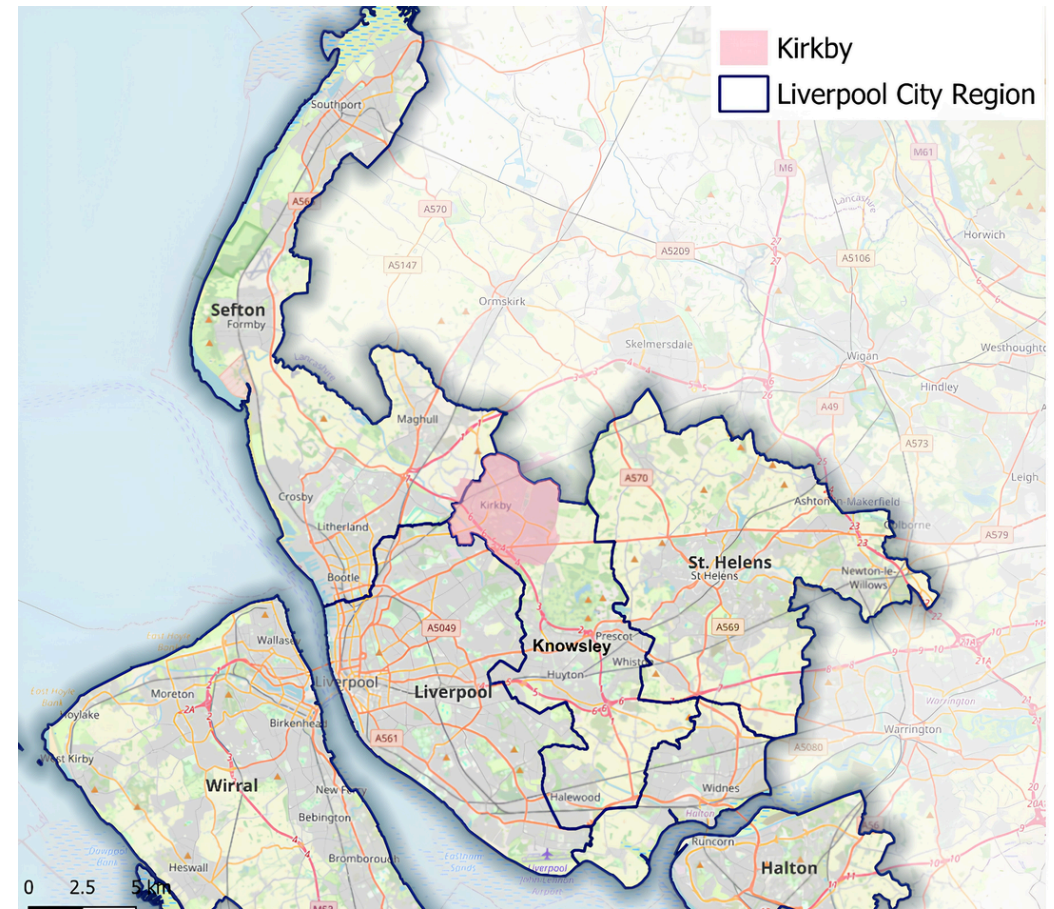


Figure 1: Key Socio-economic indicators for Kirkby
Source: Map created using QGIS, Map data © OpenStreetMap

1 Introduction to this plan

1.1 What is the Pride in Place Programme?

The Pride in Place Programme is a UK government initiative providing up to £5 billion over 10 years to support community-led regeneration in targeted areas. The programme will be delivered under the Pride In Place Strategy, launched in September 2025, as the UK government plan to create safer, healthier neighbourhoods where communities can thrive. Kirkby has been selected as one of 75 places across the country in Phase 1.

The Regeneration and Investment Plan for Kirkby was drawn up under guidance for the Plan for Neighbourhoods initiative, which has been integrated with the expanded Pride in Place Programme, covering an additional 169 of the most in need neighbourhoods across England, Scotland and Wales.

To lead this work, the Kirkby Neighbourhood Board was established and brought together representatives from the local community, businesses, Knowsley Council and other public sector partners. The Board is responsible for preparing a 10-year Vision and Regeneration Plan for Kirkby and for setting out how investment will be targeted, what projects will be prioritised, and how these will help to improve local opportunities and quality of life.

Under the programme, Kirkby will receive up to £19.5 million to deliver against these priorities. Approximately three-quarters will be allocated to physical improvements and one-quarter to activities and programmes that support local people and businesses.

Nationally, the government's Pride in Place programme has three strategic objectives:

- To build stronger communities
- To create thriving places
- To empower people to take back control



Figure 2: Core Objectives of the Pride in Place Programme

1 Introduction to this plan

1.2 Programme timeline

Following Kirkby's initial selection in Spring 2024 under the former Long-term Plan for Towns initiative, Knowsley Council and the Kirkby Neighbourhood Board began work to identify key issues and priorities for local residents. This included:

- A baseline analysis to highlight challenges and opportunities for intervention in Kirkby; and
- Community engagement through the 'Let's Talk About Kirkby' consultation during Summer 2024.

The Kirkby Neighbourhood Board and Knowsley Council began developing this Regeneration and Investment Plan under guidance for the Plan for Neighbourhoods initiative, which has been expanded under the Pride In Place programme. Drawing on the findings from the baseline analysis and the 'Let's Talk about Kirkby' consultation, an emerging vision statement was created which set out local strategic themes and potential projects for intervention.

Further community consultation ('Priorities for Kirkby') took place in September 2025 on the draft vision and priorities for the regeneration plan. The feedback gathered has informed and refined the priorities for regeneration and investment in Kirkby.

The Kirkby Neighbourhood Board has led the preparation of this Regeneration and Investment Plan, containing a 10 year vision for Kirkby and the first 4-year Investment Plan in partnership with Knowsley Council. Both have been shaped by local priorities identified through community engagement and aligned with wider regional and national objectives.

This document represents the culmination of the planning stage and the beginning of the delivery phase. Between November 2025 and March 2026, work will focus on refining delivery plans, confirming delivery partners and identifying opportunities for match funding where appropriate.

Implementation of the plan will begin from April 2026, structured around three key investment periods:

- Investment Period 1: 2026–27 to 2029–30 (4 years)
- Investment Period 2: 2030–31 to 2032–33 (3 years)
- Investment Period 3: 2033–34 to 2035–36 (3 years)

Scoping Phase – Summer 2024

- Long-term plan for towns programme
- Initial scoping of challenges and opportunities
- Let's Talk about Kirkby Consultation

Testing Phase – Summer 2025

- Emerging vision, local strategic themes, and potential projects
- Priorities for Kirkby Consultation

Planning Phase – Autumn 2025

- Vision development
- Case for change development
- Intervention planning
- 10 Year Vision and 4-year Investment Plan completed

Detailed Planning – Autumn 2025 to Spring 2026

- Detailed delivery plans
- Delivery partners engaged
- Match funding secured

Investment Period 1 – April 2026 to March 2030

- Delivery of first 4-year Investment Plan

Investment Period 2 – April 2030 to March 2033

- New 3-year Investment Plan

Investment Period 3 – April 2033 to March 2036

- New 3-year Investment Plan

1.3 Structure of this document

Following guidance from the Ministry of Housing, Communities and Local Government (MHCLG), this plan is organised in the following sections:

- **Section 1: Introduction** – This section introduces this plan, the Pride in Place Programme, programme timeline, and structure of this document.
- **Section 2: Local context** – provides an overview of Kirkby's history, identity, people, economy, and the town's recent development journey.
- **Section 3: Spatial targeting** – sets out a map of the designated area and a description of the town centre, which has been selected as a priority area for funding and intervention.
- **Section 4: Vision for the future** – sets out the strategic goals and objectives for the programme over ten years.
- **Section 5: Strategic case for change** – summarises the evidence of need, key priorities, and alignment with programme objectives.
- **Section 6: Investment plan framework** – outlines intervention themes, objectives and pipeline projects promoted under the plan.
- **Section 7: Alignment with other programmes** – confirms how plans complement existing local, regional, and national initiatives.
- **Section 8: Match funding and investment** – outlines the principles for attracting and securing additional public and private funding.
- **Section 9: Community engagement** – details the Board's proposed approach to involving residents and stakeholders throughout the plan's delivery.
- **Section 10: Governance** – confirms the roles and responsibilities of the Board and Council, alongside transparency standards for managing the programme.
- **Section 11: Assurance** – details how the Board and Council will comply with Best Value and Managing Public Money principles.

2 Local Context

2.1 Life in Kirkby

Kirkby is a town with a proud heritage, strong community spirit and a clear sense of identity. Located within the Borough of Knowsley, on the north-eastern edge of the Liverpool City Region, Kirkby's story is one of resilience, renewal and ambition. From its early agricultural roots to its transformation into a thriving post-war new town, Kirkby has continually adapted to change and remains a place defined by its people and potential. Yet it also lives with the pressures of inequality and deprivation, and this plan aims to help the town meet those challenges.

2.1.1 Kirkby's history

Kirkby's roots stretch back nearly a thousand years. Recorded in the Domesday Book of 1086 as Cherchebi, it began as a small agricultural settlement. The manor passed to the Molyneux family (later the Earls of Sefton) in the 16th century and remained in their hands until purchased by Liverpool Corporation in 1947. The arrival of the Liverpool, Bolton and Bury Railway in 1848 encouraged early suburban growth.

A major turning point came in 1940 with the construction of the Royal Ordnance Factory, employing over 20,000 people and laying the foundations for Kirkby's industrial future. After the war, the site became the Kirkby Industrial Estate, now Knowsley Business Park and one of the largest employment zones in the north of England. New housing estates in the areas of Southdene, Westvale and Northwood were built for families relocating from Liverpool. The Tower Hill estate followed, alongside community infrastructure such as the market, library and leisure facilities. This period forged Kirkby's identity as a hard-working, close-knit community shaped by industry and shared purpose. Though later deindustrialisation brought challenges, the town's resilience and strong sense of identity continue to underpin its regeneration today.



Picture 1: Administrative Building, Royal Ordnance Factory

Picture 2: Kirkby Railway Station

2.1.2 Living in Kirkby

Kirkby offers varied neighbourhoods, housing styles and green spaces that make it accessible and inclusive. As a result of the town’s rapid growth, the majority of housing dates from the post-war period and includes a mix of former council housing and privately owned homes.

Like many post-war communities, the town has experienced challenges over the intervening period, with around half of neighbourhoods in the town now ranked amongst the 10% most deprived in England. This reflects longstanding challenges which arose from the decline of traditional employment sectors. As a result, many communities in Kirkby now experience low skill levels, high unemployment, low household incomes and poor health, with serious effects on the quality of life experienced by local people.

Regeneration continues to improve housing quality and public spaces, while excellent transport links, open parks and a friendly atmosphere make Kirkby attractive to first-time buyers. Alongside the established post-war estates, developments such as the 800-home scheme near Cherryfield Drive and smaller infill projects like Mossborough Drive are providing new homes. The town also has a range of educational options with 12 primary schools, two secondary schools and one for students with special educational needs. Kirkby houses a relatively young and growing population.

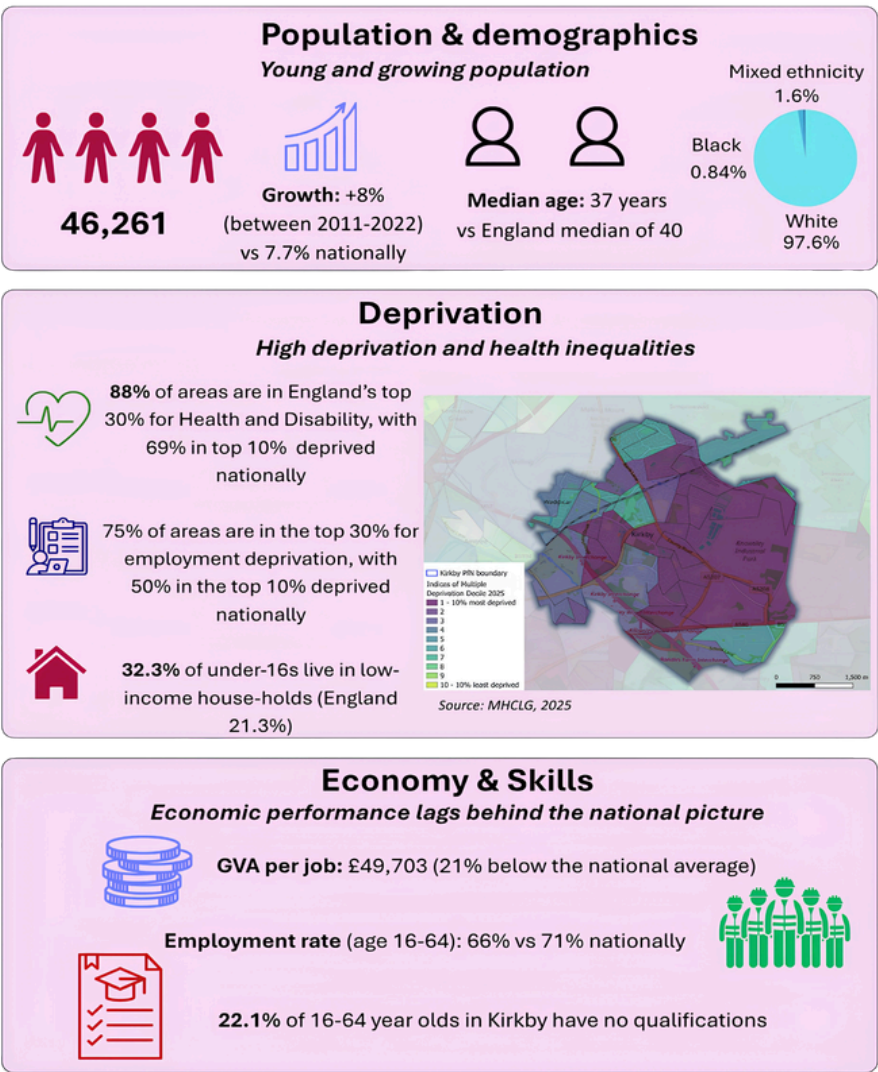


Figure 3: Key Socio-economic indicators for Kirkby
Source: MHCLG data pack for Kirkby

2 Local Context

2.1.3 Working in Kirkby

Kirkby's economy remains rooted in manufacturing and logistics and is supported by strong transport links including the M57 and the new Headbolt Lane railway station with its connections to Liverpool, Wigan and Manchester. Knowsley Business Park spans 485 hectares and is home to 800 businesses, including major employers such as Matalan, QVC and Amazon. The Business Park provides work for 18,000 people as well as post-16 opportunities and apprenticeships, but draws its workforce from across a wide catchment. There are ongoing efforts to boost local employment at the Business Park, as well as widen local job opportunities and strengthen skills development so that residents can benefit fully from growth across the Liverpool City Region.

The town centre is also a local focus for employment, with more than 1,400 employees working mainly in retail, administration and health services. However, levels of employment in the town centre have fallen by around 37% since 2015 as part of long term changes in shopping habits, accelerated by the pandemic.



2.1.4 Community in Kirkby

Kirkby has a strong and active community spirit which is supported by a wide range of local organisations, volunteers and faith groups. Groups such as Centre 63, Southdene Community Centre, Mill Dam Park Kirkby Community, Teen Soul Sisters and the newly refurbished Towerhill Community Hub provide vital services that include youth engagement, skills development, food support and creative opportunities. Faith organisations such as Kirkby Christian Fellowship, Northwood Chapel and other local congregations also play an important role in community life as they offer social activities, outreach and wellbeing support. Alongside neighbourhood associations, sports clubs and residents' groups, these networks help to foster inclusion, resilience and a shared sense of purpose. This strong tradition of mutual support and collaboration ensures that Kirkby's regeneration is built on the strengths, relationships and pride of its people.

2 Local Context

A small selection of organisations currently active in Kirkby is shown below, highlighting the vital roles they play in supporting communities and contributing to local transformation.

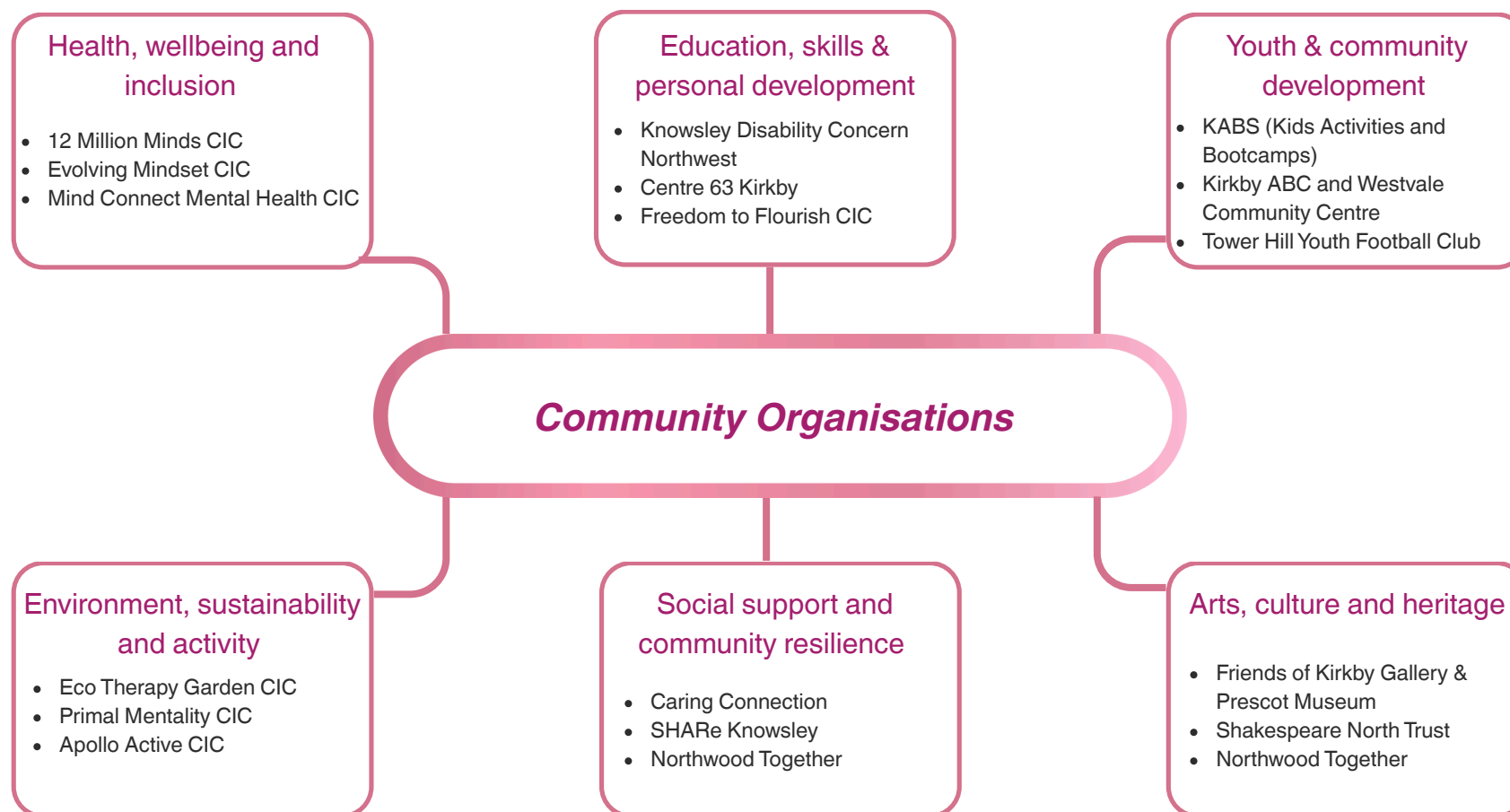


Figure 4: A vibrant and active community and voluntary sector in Kirkby

2.1.5 Culture, leisure and recreation in Kirkby

Kirkby offers a range of leisure and cultural opportunities. The Kirkby Leisure Centre provides swimming, fitness and sports facilities while green spaces such as Mill Dam Park and the nearby Knowsley Safari Park encourage outdoor activity. Families can also visit Acorn Farm, which is home to a wide variety of animals that visitors can feed and pet. With five conservation areas, 24 listed buildings (including the Grade II* St Chad's Church) and a busy programme of community events, the town brings together heritage, recreation and modern amenities.

Recent developments such as the new Liverpool FC training complex have elevated Kirkby's profile and reinforced local pride. The arrival of a world-famous football club has brought fresh energy and helped to strengthen its identity and sense of place.

Kirkby's town centre offers around 90 stores and an indoor market with a mix of retail, food and entertainment. Recent regeneration led by Knowsley Council has attracted new anchors such as Morrisons and PureGym which has helped to increase footfall. Kirkby Market has also been improved and now includes more than 100 stalls.

The town centre remains an important hub for the local community and work continues to improve facilities and services while attracting a wider range of restaurants and leisure facilities. Through this regeneration plan, the Kirkby Neighbourhood Board aims to support further diversification and enhancement of the town centre to create more opportunities for leisure and recreation.



Picture 3: Kirkby Town Centre



Picture 4: AXA Training Centre



Picture 5: Milldam Park



Picture 6: Volair Leisure Centre,
Kirkby

2.2 Building on regeneration momentum

Rooted in its proud heritage and strong community, Kirkby continues to grow as a welcoming, connected and confident town. With ongoing investment, renewed ambition and an enduring spirit of cooperation, it is well placed to build on recent progress and create a thriving local economy that reflects the pride and aspirations of its residents.

2.2.1 Town Centre Regeneration

Major regeneration plans for Kirkby Town Centre began delivery in 2017 when parts of the former centre were cleared and civic services were relocated to make way for new development. This included a Morrisons supermarket, retail units attracting Home Bargains and PureGym, and several new food outlets. Alongside these additions, the existing town centre was improved with a new civic square next to the Kirkby Centre, enhanced seating and lighting, additional greenery across St Chad's Parade and Newtown Gardens, and new public art. The project was led by Knowsley Council with funding support from the Liverpool City Region Combined Authority.

The town centre multi-storey car park has been modernised and transformed into a travel hub and now provides electric vehicle charging, cycle storage and parking. These investments have helped to improve perceptions of the town centre. Central House has been refurbished and is attracting new office tenants, while plans for 800 new homes on land south of Cherryfield Drive, led by Barratt David Wilson, are now moving forward.

With nearly two hectares of development land still available, this momentum presents a key opportunity to drive further regeneration and ensure the town centre remains the vibrant heart of a growing Kirkby.



Picture 7: Kirkby Town Centre - Retail development

2 Local Context

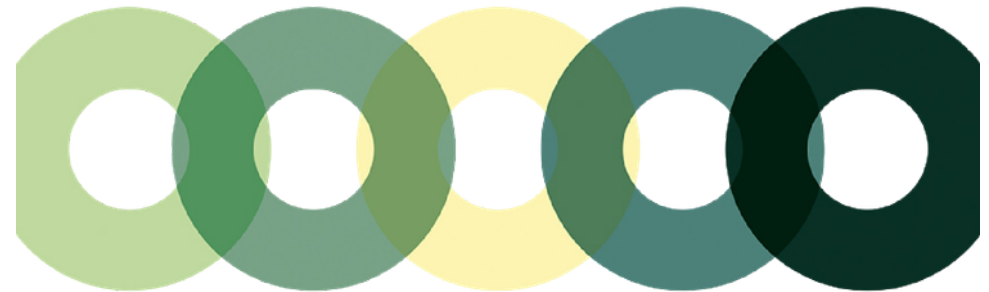
2.2.2 Knowsley Community Safety Partnership

Under the Knowsley Community Safety Partnership and Plan, extensive work has been carried out to reduce crime and antisocial behaviour in Kirkby. The installation of 26 new CCTV cameras in the town centre has strengthened surveillance and improved safety around the town centre. Crime reduction strategies have been introduced through increased police patrols and community engagement programmes, while pilot initiatives have encouraged targeted participation in recreation, education and mentorship. The partnership has also provided guidance to businesses and homeowners to help reduce property crime in the area.

2.2.3 Headbolt Lane Station

This new £80 million railway station was opened in October 2023 and delivered by the Liverpool City Region Combined Authority in partnership with Knowsley Council, Network Rail, Merseyrail and Northern Rail. The railway is linked to both Liverpool Central via Merseyrail services and Manchester via Northern Rail services to Blackburn.

Headbolt Lane Station has improved transport access for many Kirkby residents, especially those living in Northwood and Towerhill. It has supported access to employment, education and leisure for these residents while strengthening Kirkby's reputation as a well-connected town for potential investors. In its first year of operation the station welcomed more than 400,000 passengers, reflecting its success and strong local demand.



Picture 8: Merseyrail station at Headbolt Lane, providing a connection to the wider rail network

2.2.4 Towerhill Community Hub

The former Towerhill Amateur Boxing Club received £1.6m in 2024 from the Government's Youth Investment Fund to undergo renovation and transform into a community hub. Completed in the summer of 2025, renovations have provided an expanded and modernised facility which now includes a state-of-the-art gym with a wellbeing hub and a sauna, alongside meeting and training rooms, offices and a new catering kitchen. This modern, flexible space is now suitable for workshops, courses and community gatherings.

This development is a positive improvement for local young people and the wider community. The hub provides opportunities for residents to improve their mental and physical wellbeing while developing new skills. It also helps to reduce antisocial behaviour by providing dedicated spaces for youth leisure and activity.

2.2.5 Kirkby Community Cookbook

Health professionals, community groups and Kirkby residents worked with students and academics from Liverpool John Moores University (LJMU) to develop a new community cookbook.

The Kirkby Kitchen Cookbook features 26 healthy Mediterranean-inspired recipes to help try and curb the issue of obesity and its associated health risks such as fatty liver disease. The recipes are designed with simple twists that make them healthier, more nutritious and affordable.

The initiative was located in Kirkby due to the area's high rates of obesity and fatty liver disease compared with national averages. 76% of Knowsley's population is overweight or obese and the borough has the third-highest under-75 mortality rate from fatty liver disease in the UK.

The Kirkby Kitchen initiative has had a clear and measurable impact on community health. Residents reported lasting improvements to their diet and cooking habits after engaging with the cookbook and workshops. The cookbook is now distributed in clinics by hepatologists to support patient self-management and encourage healthier lifestyles.

3 Spatial Targeting

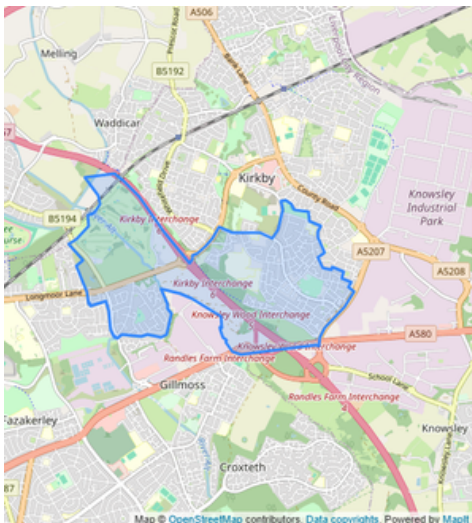
This Plan aims to drive investment and change that can deliver real benefits for the residents of Kirkby. The Pride in Place boundary set covers the main built-up areas of the town. The green spaces that connect local neighbourhoods are also included as they form an important part of Kirkby's character. The boundary was developed with input from the Kirkby Neighbourhood Board and has been approved by national government.

3.1 Across Kirkby

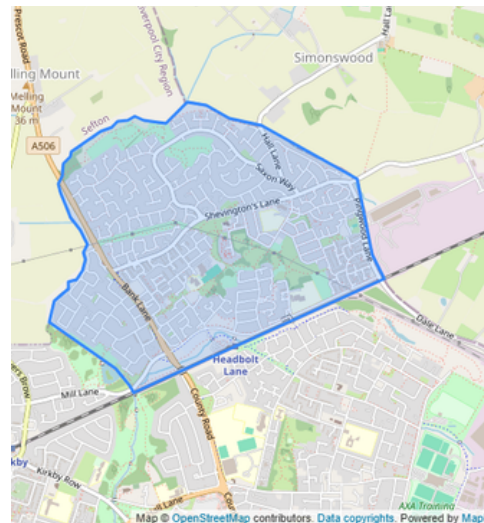
This is a plan for the whole of Kirkby. The Kirkby Neighbourhood Board and local partners will work closely with community organisations to support targeted delivery across all four of Kirkby's neighbourhoods: Northwood, Southdene, Westvale and Tower Hill. This approach will:

- Provide flexibility and enable the board to focus limited resources on initiatives that can deliver clear benefits for communities.
- Support engagement across all neighbourhoods, each of which includes areas with severe and complex deprivation challenges.
- Acknowledge long-established neighbourhood identities and associations, with the town centre providing a shared space that brings communities together.

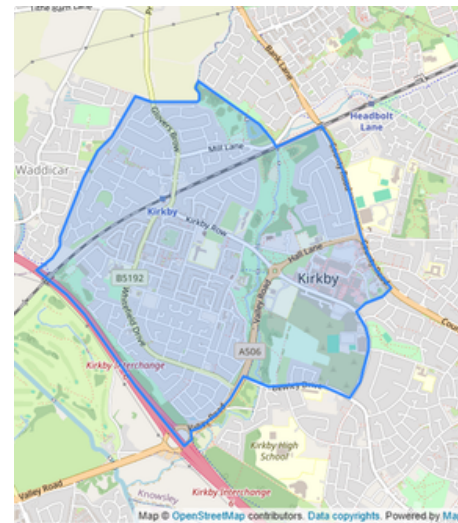
The strategic goals and activities in this plan aim to improve quality of life across all neighbourhoods, each with its own opportunities and challenges.



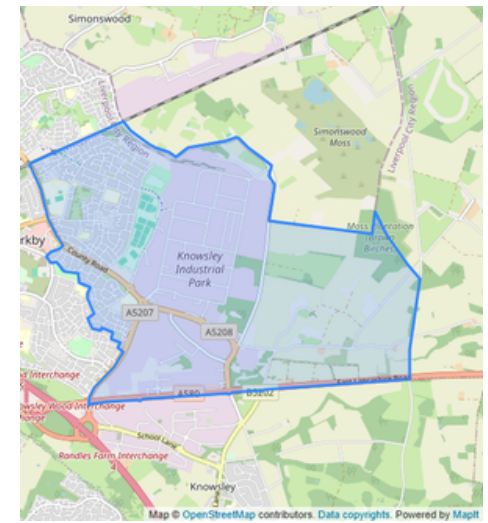
Picture 9: Cherryfield Ward Boundary



Picture 10: Shevington Ward Boundary



Picture 11: Whitefield Ward Boundary



Picture 12: Northwood Ward Boundary

3 Spatial Targeting

3.2 Kirkby town centre

Kirkby town centre is the heart of the community. It is the central place where people from all neighbourhoods come together and access services. It has more than 90 shop units providing space for well-known national brands, local independent retailers, supermarkets and local community services. Alongside clothing, homeware and everyday essentials, it also offers cafes, takeaways, health and employment services and emergency services such as the police and fire stations.

In recent years, the town centre has benefitted from major investment and positive change. Redevelopment led by Knowsley Council, including the arrival of Morrisons and PureGym, has helped to revitalise the area and attract more visitors. The indoor market, with over 100 stalls, continues to play an important role in supporting local traders and providing affordable shopping for residents.

The town centre needs to continue to adapt to respond to the changing demands of the community. It is important that planning for the town centre continues to look at how local services are provided, promoting changes that add to vibrancy and vitality.

Given its importance to Kirkby's communities and neighbourhoods, Kirkby town centre is identified as a priority area for investment within this Regeneration Plan. This reflects:

- The town centre's role as Kirkby's main hub for shopping and services and serving all local neighbourhoods.
- The need to build on recent regeneration successes and attract further investment and opportunities.
- Consultation feedback showing that improving accessible town centre services remains a priority for residents.
- Socio-economic and market data confirming the importance of diversifying and enhancing the town centre offer.

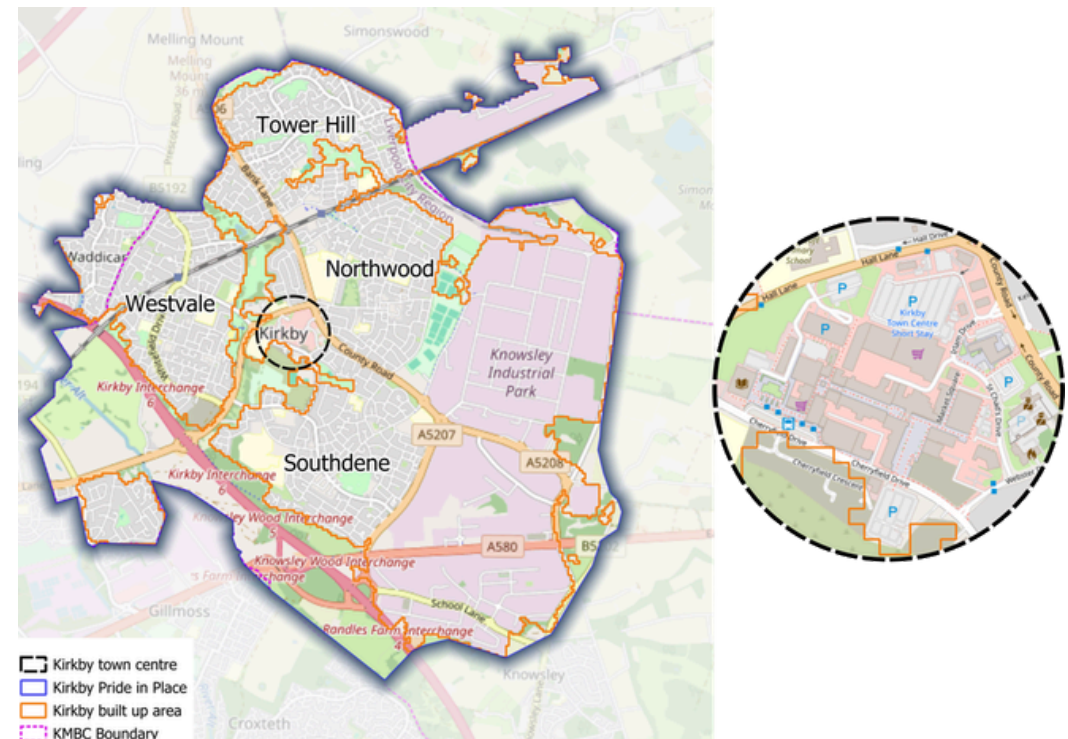


Figure 5: Plan for Kirkby Pride in Place area
Source: Map created using QGIS, Map data © OpenStreetMap

4 Vision for the Future

4.1 What's in a vision?

A vision statement is crucial in a regeneration plan because it provides a clear, inspiring and shared picture of the desired future. The Kirkby Neighbourhood Board has engaged with the community to establish a vision which will help to guide planning, decision-making and action over the next ten years. It sets out an agreed ambition and common purpose that unites the Board, the community and key partners in local government.

4.2 Vision Statement

Kirkby in 2036...

*Is a **thriving and welcoming town**, with **local people invested** in their communities. Together we will make Kirkby **an even better place to live, work and grow**.*

***The town centre is a vibrant** mix of businesses, services, leisure and culture, a meeting place where **families and communities come together**.*

***Neighbourhoods are safe, green and inclusive**, uplifting wellbeing and offering opportunities for everyone to **play an active role in community life**.*

*All residents, especially **young people**, have the **ambition and opportunities** to shape a positive future, with better **access to education, jobs and services**.*

*Together, we will build a Kirkby where **people have the tools to thrive**, and where the town centre and neighbourhoods reflect the **pride, ambition and resilience of its people**.*

4.3 The Vision in detail

The vision has been shaped by the Kirkby Neighbourhood Board based on engagement with the community. It embraces the principle of positive planning, striking a balance between ambition and deliverability.

A thriving and welcoming town

Kirkby grew rapidly to provide good homes and strong communities for the people of Merseyside. Residents enjoyed modern housing and services set within green and open neighbourhoods close to abundant job opportunities in one of the North of England's largest industrial areas. People from across Merseyside settled and built a town with its own distinct identity.

We will continue to foster the spirit of Kirkby, ensuring that residents old and new feel a strong sense of belonging. We will build on recent successes in the town centre by creating welcoming spaces, improved facilities and better services. Green spaces will be enhanced and our neighbourhoods will feel safer and more connected.

Local people invested

People in our community want to see investment, growth and positive change, while retaining the unique identity and strong sense of community that unites Kirkby and its neighbourhoods. They want to feel engaged, informed and empowered to help shape the future of their town.

The Kirkby Neighbourhood Board has listened to local voices in developing this plan, but this is only the beginning. Planning and decision-making will remain open, transparent and collaborative, and we will ensure the community is involved at every stage.

An active role in community life

Kirkby has a strong community spirit which is rooted in local pride and a shared sense of identity, supported by an active network of community organisations. While recent regeneration has achieved real successes, many feel that progress has slowed. We must build on this engagement and ensure that local delivery partners are supported and empowered.

Young people

Our plan recognises a strong need to create better opportunities for young people. We will focus on providing opportunities, spaces and support that help them to thrive.

Ambition and opportunities

Kirkby is a growing town with a prosperous future. We will ensure that people have the chance to aspire, plan, learn and achieve their goals.

4.3 The Vision in detail (continued)

An even better place to live, work and grow

While the community is proud of its town, there is a recognition that recent regeneration and investment should only be the start: a platform for continued progress. More needs to be done to make Kirkby an even better place to live, work and grow.

Some neighbourhoods are amongst the most deprived in England and face long-term challenges linked to inequality including low skills, poor health, limited job opportunities, low income and higher levels of crime. Other parts of Kirkby are primed for growth, with investment set to deliver new homes and improved infrastructure.

We know that making Kirkby an even better place means tackling these challenges while making the most of the opportunities ahead.

Neighbourhoods are safe, green and inclusive

People in Kirkby take pride in their town and neighbourhoods and value the green, open spaces within them. However, many of these areas feel neglected. Concerns about safety and anti-social behaviour affect how people experience daily life. Crime rates undermine trust and community spirit.

Residents want their neighbourhoods and green spaces to be well maintained, clean and even more welcoming. We will take action to improve these areas and make sure they are safe so that everyone can enjoy and use them with confidence.

The town centre is vibrant

The town centre, known locally as “The Townie” remains at the heart of our community and connects each of our neighbourhoods. It is the main hub for shopping and local services. The first phase of regeneration has already made a big difference by modernising facilities and attracting new shops and activities, but there is still much more to do.

We want the town centre to be a vibrant focus for Kirkby’s culture, community and leisure. We will take action to bring new life and interest through better facilities and activity. We will tackle vacancies and create a centre that local people are proud of.

4 Vision for the Future

4.4 Implementing the Vision for Kirkby

Kirkby is a town with a clear sense of identity and spirit that inspires pride across the community. It continues to attract investment and continues to grow. The first phase of town centre regeneration has been a major success and has brought in new retailers including major national chains. New homes are being delivered with 800 planned for Cherryfield Drive close to the town centre, alongside 53 retirement living homes on St Chad's Drive. Knowsley Business Park remains one of the leading employment locations in the Liverpool City Region, while the town benefits from being well-connected to neighbouring areas.

The Kirkby Neighbourhood Board recognises that local communities continue to face a range of challenges. Long-term planning, guided by the vision set out in this Regeneration Plan, will be vital to coordinate action and secure the investment needed to build on recent progress and make a real difference to people's lives.

To deliver meaningful change, the Kirkby Neighbourhood Board will focus investment and action on three interconnected themes. These themes respond to community goals and align with the Government's strategic objectives set out in the Pride In Place programme.

To deliver meaningful change, the Kirkby Neighbourhood Board will focus investment and action on three interconnected themes:

- **A vibrant town centre:** a welcoming destination with a diverse offer and high-quality facilities.
- **Safe, stronger neighbourhoods:** secure places and community spaces that sustain activity and strengthen local life.
- **Empowering people to succeed:** creating pathways and opportunities for those in need.

These themes respond to community goals and align with the Government's strategic objectives set out in Pride in Place programme.

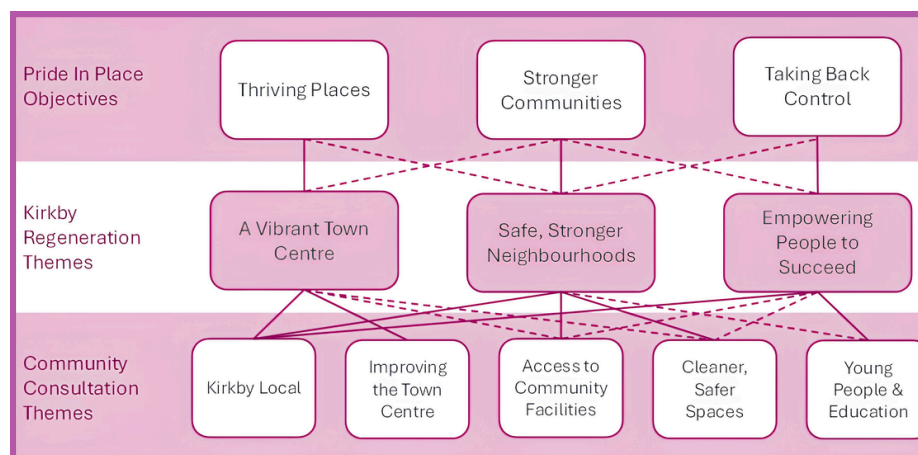


Figure 6: Regeneration Theme alignment with Pride In Place objectives and Consultation Themes

4.5 The Outcome of Success

Embodying the spirit of the vision statement, the successful delivery of this plan will bring meaningful change to Kirkby. The Kirkby Neighbourhood Board is committed to promoting investment and action that supports the vision across three key themes:

A vibrant town centre

Kirkby town centre will continue its transformation into a lively hub for shopping, work, leisure and community life. The next phase of regeneration will make the town centre even more welcoming and vibrant, with a wider mix of businesses, cultural venues and social spaces attracting residents and visitors alike.

People will enjoy a greater choice of shops, restaurants and services within the 'Townie', while improved public spaces will host regular events and activities that bring the community together and strengthen local pride. Growing local demand will, in turn, support and sustain Kirkby's businesses and create a positive cycle of renewal and prosperity.

Safe, stronger neighbourhoods

Kirkby's communities will be empowered through safe and accessible facilities, services and spaces. Neighbourhoods will be safe, more connected and vibrant.

Enhanced parks and upgraded community facilities will feel more welcoming. New youth activities and early-intervention support will give young people positive opportunities. Local groups and businesses will also be supported to lead and engage in community projects.

Empowering people to succeed

Starting with our young people, residents will have access to education and training that equips and inspires them to succeed locally and beyond. Local schools will meet demand and give parents greater choice.

Improved access to vocational and further education will help young people gain the skills needed for better jobs. People furthest from work will be supported to build confidence and develop skills. Training and recruitment programmes will connect local people with local employers.

5 Strategic case for change

This section sets out the strategic case for change. It outlines evidence to explain why Kirkby has been selected as one of the first round of Pride In Place areas. It recognises the economic need, social inequalities and market failure that continue to affect the lives of local communities.

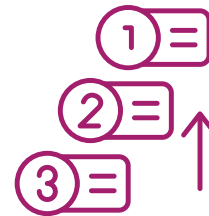
To understand the particular challenges and opportunities facing Kirkby and its residents, the plan has been informed by a range of evidence:

Community engagement: consultation and engagement events led by Knowsley Council officers, gathering views from local residents and employees to shape an understanding of key issues and aspirations.

Partner consultation: targeted discussions with key individuals led by members of the Kirkby Neighbourhood Board and Knowsley Council officers, providing deeper insight into the key issues identified through consultation.

Strategic priorities: a review of the local priorities shaped by ongoing engagement and monitoring by government and its partners within the local area.

Socio-economic data and evidence: analysis of data and other published statistical evidence, enabling local performance under the priority themes to be tracked and benchmarked.



5 Strategic case for change

5.1 Community consultation summary

The Kirkby Neighbourhood Board has led extensive consultation across the local community to engage, learn from and empower local residents. A second phase of engagement held in September and October 2025 received 470 responses and showed strong support for the proposed vision and themes in this plan and confirmed the key priorities for action.

Members of the Kirkby Neighbourhood Board took an active role in pop-up and drop-in events and worked closely with Knowsley Council and other community organisations. The findings have been central to shaping the vision, objectives and proposals set out in this plan.

5.1.1 Let's Talk About Kirkby (2024)

The 'Let's Talk About Kirkby' consultation, held from 12th June 2024 to 3rd July 2024, engaged the community through pop-up and drop-in events, online activities and partner-led promotion. It was widely publicised through Knowsley News, social media and local networks to encourage open dialogue. The process also included focus groups with members of the Kirkby Neighbourhood Board and collaboration with local organisations.

In total, there were 210 survey responses, 400 face-to-face conversations and 55 hours of direct community engagement.

The issues and themes reported by residents helped to shape the vision and objectives of this Neighbourhood Plan.



Figure 7: Headline messages from the 'Let's Talk About Kirkby' consultation in 2024

5 Strategic case for change

5.1.2 Priorities for Kirkby consultation (2025)

Between 22nd September 2025 and 16th October 2025, the Kirkby Neighbourhood Board held a second consultation on the town's Regeneration Plan for the next ten years. Residents, businesses and visitors were invited to review the shared vision, strategic themes and proposed priority outcomes for Kirkby.

There were 472 responses in total. Half of the respondents were aged between 26 and 45 and women accounted for 61% of all responses.

Theme 1: A Vibrant Town Centre

Respondents shared a range of views about the current state of the town centre. Many recognised the positive impact of recent improvements, and the progress already made through regeneration. While some felt that change has taken time, there was a clear sense of optimism and enthusiasm for further development, particularly around leisure opportunities and a more diverse retail offer. People want to see a livelier and better-balanced town centre, with continued investment in shops, restaurants, cafes and new attractions such as the proposed cinema.

'The town urgently needs ... proper restaurants and a variety of leisure options, so it can be transformed into a vibrant village with a real sense of community - a place where people of all ages can enjoy themselves without leaving town. With £19.5 million being invested, there is a once-in-a-generation opportunity to turn decades of neglect into a thriving, lively and family-friendly town.'
(Woman, 26-45)

Would like to add and highlight about safety and security in public spaces. Antisocial behaviours more particularly by teenagers or young groups are becoming prevalent. These groups misbehave in parks and other spaces. I am suggesting installing CCTV in parks so there is surveillance of people and people are identified swiftly ... Antisocial behaviour is a constant concern in Kirkby. Also, if there could be more public spaces for kids to play around or maybe more leisure centres to also include adults and families.'
(Woman, Age 26-45)

More secondary school places are needed, too many of our Kirkby kids are ... having to go out of the area sometimes getting 2 buses... More support for children with special educational needs, more places at Bluebell Park for local children or even a new unit for children with additional needs. Schools are struggling to cope with the amount of need that is coming through every year, and it is affecting teaching and learning so much.'
(Woman, Age 26-45)

Theme 2: Safe, Stronger Neighbourhoods

Many respondents shared thoughtful views about safety in public spaces, particularly around the town centre, parks and shops. Although some expressed concerns, there was a strong sense of community spirit and a shared commitment to making the area safer and more welcoming for everyone. People emphasised the need for more opportunities for young people. They also suggested practical ways to improve safety and wellbeing, such as investing in green spaces, improving street lighting, expanding CCTV coverage and strengthening the local police presence.

Theme 3: Empowering people to succeed

Many respondents emphasised the importance of improving local education and youth opportunities. They noted the need for more school places, particularly at secondary level, better post-16 options, and stronger support for children with special educational needs and disabilities. There was also enthusiasm for expanding youth provision so that young people have more to do locally. Residents expressed a strong desire to see investment in education, training and youth facilities that match the town's wider regeneration ambitions.

5 Strategic case for change

5.2 Socio-Economic Need in Kirkby

5.2.1 Overview:

Kirkby faces a complex set of socio-economic challenges that continue to shape the wellbeing and opportunities for its residents. This is highlighted by the 2025 Indices of Multiple Deprivation that identified that:

- 72% of Lower Super Output Areas (LSOA) are in the top 30% deprived nationally, with 47% in the top 10% deprived nationally.
- 75% of areas are in the top 30% for employment deprivation, with 50% in the top 10% deprived nationally.
- 72% of areas are in 30% for education, skill and training deprivation, with 53% in the top 10% nationally.
- 88% are in the top 30% for health deprivation and disability decile, with 69% in the top 10% nationally.
- 56% are in the top 30% for crime deprivation, with 13% in the top 10% nationally.

Figure 8 shows the concentration of deprivation within Kirkby.

The following analysis outlines key evidence and explains how this has informed the three strategic themes.

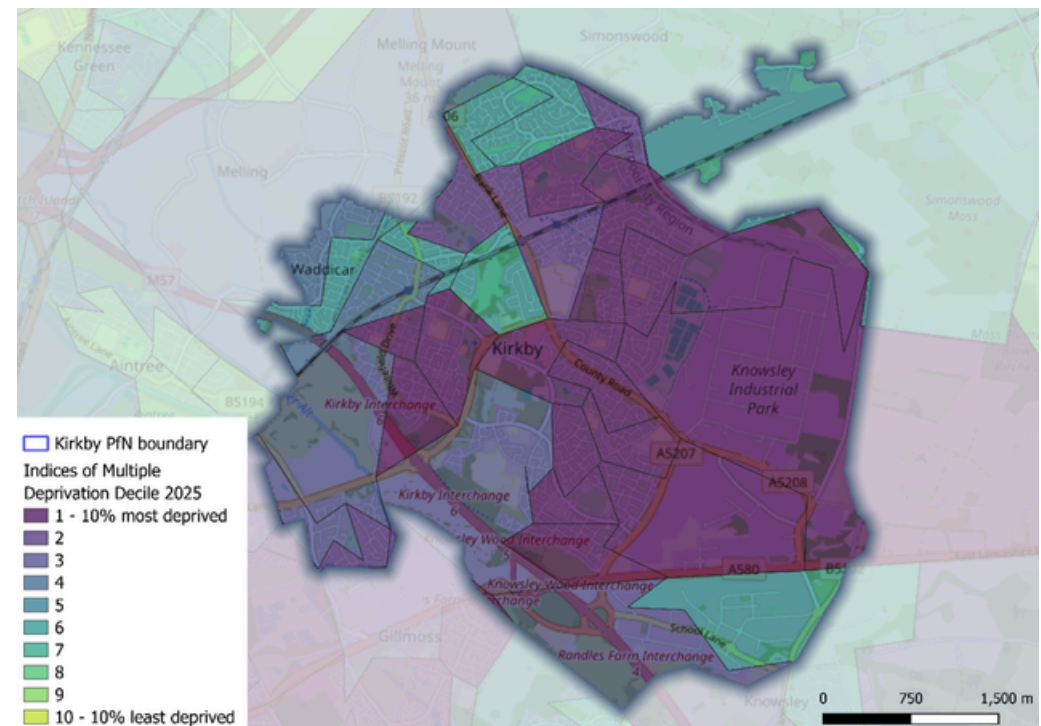


Figure 8: Kirkby Indices of Multiple Deprivation Decile 2025
Source: Ministry of Housing, Communities, and Local Government, 2025.

5 Strategic case for change

5.2.2 Need for a more vibrant town centre

Although significant improvements have been achieved through the Kirkby Town Centre regeneration programme and new amenities such as Morrisons and PureGym have been introduced, there remains a clear need to strengthen the vitality and vibrancy of the town centre. Evidence indicates:

Limited hospitality and leisure options: Kirkby has fewer hospitality and leisure outlets per head than the national average, with 0.7 outlets per 1,000 people compared with 2.0 nationally.

High vacancy rates: The town's vacancy rate stands at 16.4% compared with the national average of 12.3%.

Low footfall: Despite recent significant increases Kirkby still records a footfall index 9.3% lower than towns with a similar population size.

Low cultural engagement: The Knowsley local authority area reports lower levels of cultural engagement than national averages.

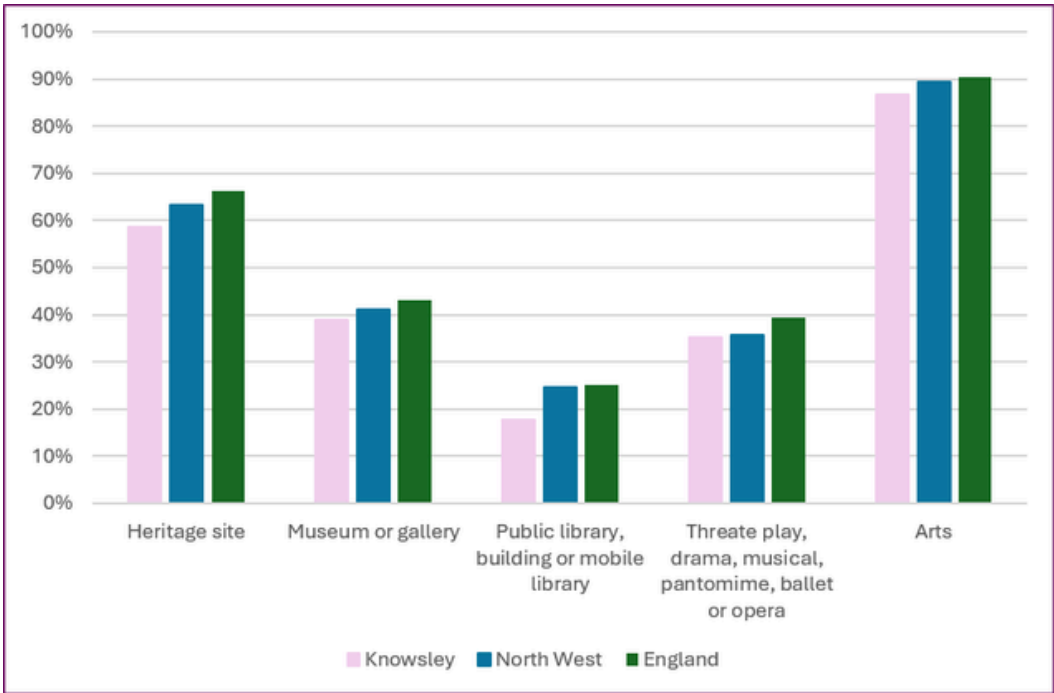


Figure 9: Adults physically engaged with cultural facilities (%)
Source: Department for Culture Media and Sport, Arts Council England, and Department for Science Innovation and Technology, 2025 [2]

[2] <https://www.gov.uk/government/statistics/participation-survey-2023-24-annual-publication>

5 Strategic case for change

5.2.3 Need for stronger safer neighbourhoods

Data and consultation feedback show that Kirkby faces challenges linked to relatively high crime rates, perceptions of antisocial behaviour, low community trust and poor health outcomes.

Relatively high crime rate: Recorded crime in Kirkby is higher than the national average with 121 incidents per 1,000 people per annum compared to 77 nationally. Figure 10 below shows that crime incidents are heavily concentrated around the town centre [3]. Although reports of anti-social behaviour are below the national level (8.9 reported incidents per 1,000 people per annum compared to 14.8 nationally), it was a recurring concern in community consultations.

Low community trust: Net social trust, which measures community cohesion, is based on the difference between the proportion of people who say they generally trust others and those who say, 'you cannot be too careful when dealing with people.' In Kirkby, the net social trust rating stands at -19% compared to -3% nationally indicating lower levels of trust and cohesion.[4]

Poor health outcomes: Healthy life expectancy in Knowsley is significantly below the national average at 57–58 years, compared with 62 years nationally.[5] GP appointment availability is relatively strong, at 507 appointments per 1,000 patients compared to 472 nationally [6]. However, patient satisfaction stands at 68% positive suggesting ongoing concerns about local healthcare access and outcomes.



Figure 10: Recorded Crime Incidents August 2025
Source: <http://data.police.uk> [3]

[3] <http://data.police.uk>

[4] <http://ukonward.com/reports/good-neighbours/>

[5] <http://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandlifeexpectancies/datasets/healthstatelifeexpectancyallagesuk>

[6] <https://gp-patient.co.uk>

5.2.4 Need to empower people

Although job density in Kirkby is relatively high, residents face challenges linked to low qualification levels, lower employment rates and low productivity. Concerns were also raised about access to good-quality higher education and the lack of clear pathways between education and local employment opportunities.

High job density: Reflecting the strength of Knowsley Business Park, job density (the number of jobs per working-age resident) is relatively high at 0.8 compared with 0.77 for both Knowsley and England overall [7].

Low qualification levels: 42% of adult residents of Kirkby hold Level 3 qualifications or higher compared with 56% nationally. 22% have no qualifications which is almost double the national average of 12% [8]

Low employment rates: Employment for local residents is below the national average at 66% compared to 71% across England. Health and care responsibilities account for a much higher share of economic inactivity in Kirkby than in comparable areas.

Low productivity: Productivity in Kirkby is measured at £49,703 in gross value added (GVA) per job compared to £62,751 nationally, with likely implications for wages and household income.

Limited youth opportunities: Knowsley is ranked 151 out of 151 local authorities in the Youth Opportunities Index [9] which highlights the urgent need to improve opportunities and outcomes for young people.

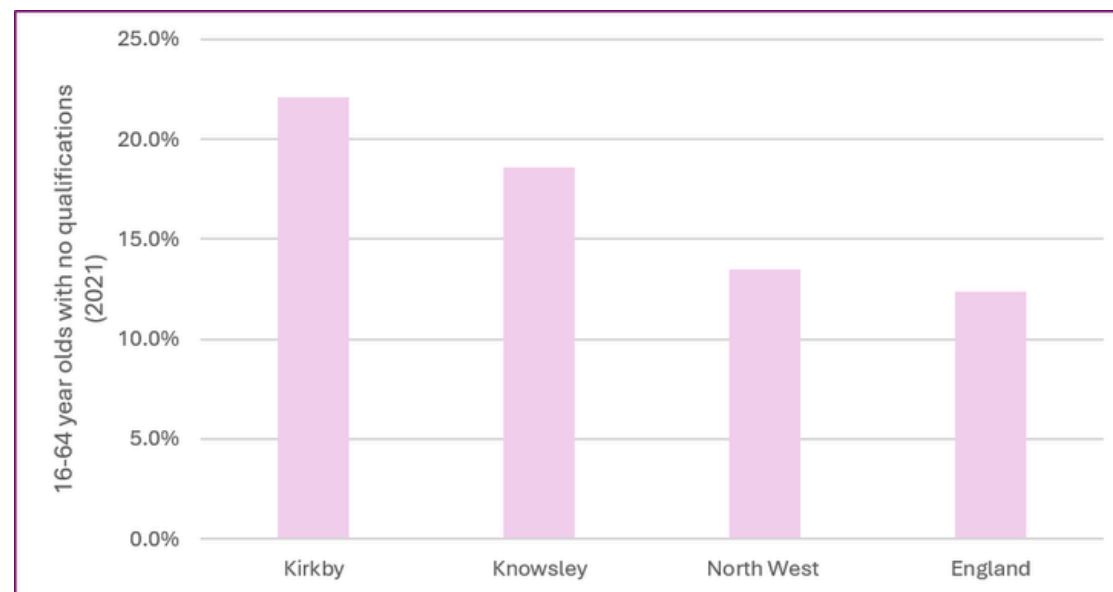


Figure 11: More than 20% of working age residents in Kirkby have no formal qualifications
Source: Census 2021 [10]

[7] <http://www.ons.gov.uk/survey/informationforbusinesses/businesssurveys/businessregisterandemploymentsurvey>

[8] <http://www.ons.gov.uk/peoplepopulationandcommunity/housing/articles/townsandcitiescharacteristicsofbuiltupareasenglandandwales/census2021#qualifications>

[9] <https://learningandwork.org.uk/resources/research-and-reports/youth-opportunity-index-2025/>

[10] <https://www.ons.gov.uk/peoplepopulationandcommunity/housing/articles/townsandcitiescharacteristicsofbuiltupareasenglandandwales/census2021#qualifications>

6 Kirkby Investment Plan Framework

The regeneration themes and investment objectives for the Kirkby Investment Plan have been developed by the Kirkby Neighbourhood Board informed by the assessment of socio-economic needs and, most importantly, by feedback from the community gathered through the consultation exercises.

The Framework shown in the diagram below illustrates how the three themes have shaped seven investment objectives. These objectives, in turn, are helping to shape a pipeline of future projects that will continue to be updated, refined and delivered over the ten-year plan period. This includes early impact projects that will be a priority for delivery to respond to community feedback and build momentum.

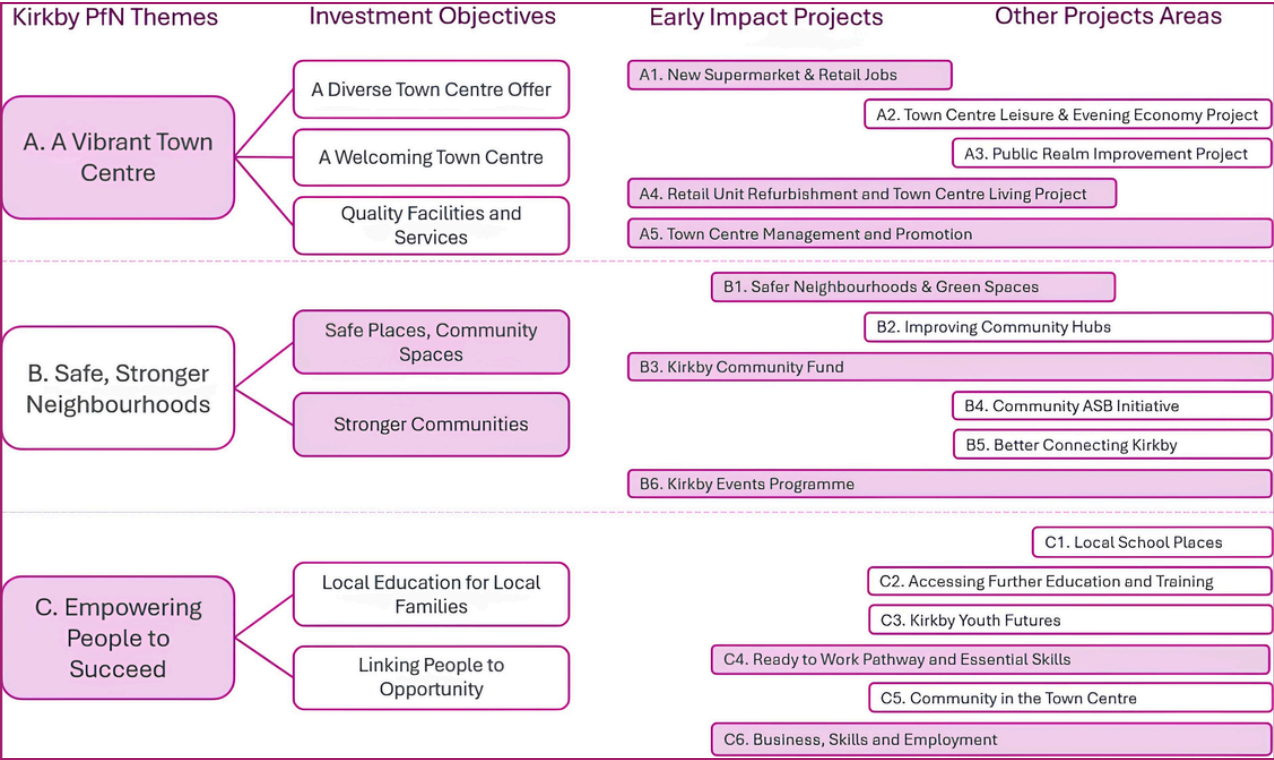


Figure 12: Kirkby Investment Framework summary

The ten-year vision and proposed interventions aim to deliver lasting and measurable improvements in Kirkby's economic vitality, community wellbeing and opportunities for residents. Investment under this plan will address the underlying socio-economic challenges identified through consultation and evidence, while realising a shared vision of a vibrant town centre, safer neighbourhoods and empowered communities.

6.1 Theme A: A Vibrant Town Centre

Aligned with the vision and strategic priorities, this programme will support actions that make Kirkby's town centre a more welcoming and livelier place. It will encourage a broader mix of businesses, services, leisure and cultural opportunities that attract families and visitors.

This theme:

- Is directly aligned with the Pride In Place objective to promote thriving places;
- Builds on recent investment by Knowsley Council and its partners, which has transformed much of the town centre and attracted major retailers and national restaurant chains; and
- Responds to community demands for an improved town centre that offers better shopping, family leisure and services.

6.1.1 Investment Objectives

A diverse town centre offer: unlock investment to deliver a town centre that meets local needs and offers a wider range of shops and venues to enhance daily life and overall wellbeing.

A welcoming town centre: deliver a town centre that residents of all ages and backgrounds want to visit and spend time in. It will provide a safe and pleasant environment with access to services and events that inspire and engage the local community.

Quality facilities and services: ensure that facilities suitable for local businesses that want to start and grow in Kirkby town centre. Explore opportunities to use vacant spaces for town centre living and develop a new or expanded hub as a focus for services that benefit the community.

6.1.2 Theme A Projects – Early Impacts and Four Year Pipeline

Projects are being developed at pace to deliver visible change and to maintain momentum. This includes projects that can yield early impacts in the first years of the programme:

New supermarket and retail employment: securing a new supermarket and retail, recruitment and training support to help secure jobs for residents who have historically faced barriers to employment.

Retail unit refurbishment and town centre living: upgrading existing premises to create affordable and good quality accommodation suitable for local businesses, entrepreneurs and service providers.

Town centre management and promotion: supporting the development of a strong local network of businesses and service providers within and around the town centre, through hosting shared events and signposting access to advice and support.

In addition, the Kirkby Neighbourhood Board will oversee and promote the development of longer-term capital investment projects which have transformational potential. Responding to community demands, this will include a particular focus on attracting a high-quality leisure operator to the town centre to act as a hub within a thriving and family-focused evening economy. It will also include measures that improve the public realm environment, including greening, wayfinding and better access.

6.1.3 Use of Powers

Knowsley Council has extensive ownerships across Kirkby town centre. The Council also has a range of powers that it can use to help to shape change and improvement.

The Kirkby Neighbourhood Board will work with Knowsley Council and other partners to ensure that all available powers contribute to accelerating regeneration and improvement of the town centre.

6.1.4 Long-term Outcomes

Kirkby town centre will continue its transformation into a lively hub for shopping, work, leisure, and community life. The next phase of regeneration will strengthen the town's economic core by widening its mix of retail, hospitality and cultural opportunities so that the centre becomes more welcoming and attractive to residents and visitors.

Outcome	Measure
A more diverse and resilient town centre economy with a stronger mix of retail, leisure, hospitality and cultural offer.	Increase the number of hospitality and leisure outlets per 1,000 residents from the current rate of 0.7.
	Reduce the town centre vacancy rate from the current 16.4%.
Enhanced civic identity and local pride through public realm improvements, regular community events and place activation initiatives.	Increase town centre footfall to be in line with the average for towns of a similar size.
	Increase engagement with the arts from 87% to the national average.
	Reduce the share of resident consultation responses referencing the town centre as an area of concern from 32%.

Table 1: Theme A Outcomes and Measures

6.2 Theme B: Safe, Stronger Neighbourhoods

This programme will drive regeneration that helps to make all of Kirkby's neighbourhoods safer and more secure by ensuring that facilities, services and spaces support and empower local communities. It will also create opportunities to connect residents with embedded services and wider support to help improve overall quality of life.

This theme:

- Is directly aligned with the Pride In Place objective to promote stronger communities.
- Builds on recent community action through the Knowsley Community Fund and major investment in the Tower Hill Community Hub.
- Responds to community feedback that emphasised the importance of youth clubs and activities, better access to health services, improved community safety and meeting local needs for decent homes.

6.2.1 Investment Objectives

Safe places, community spaces: ensure that residents feel secure and comfortable in their neighbourhoods at all times of the day. Promote access to high-quality facilities that provide space for services, support, leisure and community activities.

Strong communities: support initiatives that empower communities to take action on the issues that most affect them and coordinate the support of key service providers including the Council, Police and Health Services.

6.2.2 Projects – Early Impacts and Four Year Pipeline

There are opportunities to support projects that can deliver visible change across all of Kirkby's neighbourhoods from the outset of the programme and help to inform the design of future initiatives:

Safer neighbourhoods and green spaces: capital investment to improve lighting, CCTV and automatic number plate recognition coverage across all neighbourhoods. These measures will strengthen surveillance and enhance responses to crime and anti-social behaviour.

Kirkby Community Fund: aligning and extend the reach of existing community programmes by providing small grants to community and voluntary organisations that deliver meaningful support to local residents.

Kirkby events programme: plan and deliver a programme of community and cultural events in the town centre and in neighbourhood venues, including major events during the first year of the Regeneration Plan.

The Kirkby Neighbourhood Board will also oversee the development of a package of transformational projects to be delivered at pace within the first four years of the programme. The Board will continue to promote projects that deliver real benefits for communities within our neighbourhoods, including:

Improving community hubs: invest in community facilities across the town to improve and extend their use and fund fixtures and fittings that support the delivery of essential services.

Community anti-social behaviour initiative: build on recent work by the Community Safety Team by trialling holistic approaches to early intervention and diversion for young people engaged in anti-social behaviour.

Better connecting Kirkby: commission a feasibility study to assess the need for improved community transport within Kirkby and inform planning for future initiatives that connect neighbourhoods with town centre services, transport hubs and employment opportunities.

6.2.3 Use of Powers

A wide range of powers are available to the Board that can contribute to promoting cohesion, community safety and improved wellbeing for communities:

Cohesion – strengthening local identity, reducing division, and encouraging shared spaces and activities through the use of well-being powers and partnership working.

Community safety – use of a range of powers including Respect Orders, Public Space Protection Orders, Criminal Behaviour Orders and Community Protection Notices.

Wellbeing – the Board will look at how powers can be deployed to promote healthier lifestyles, for example through the use of planning powers to promote active travel options and limit outlets offering unhealthy food choices.

The Board will work with local partners, including Knowsley Council and the Community Safety Partnership to ensure that powers are appropriately used to support the desired outcomes of the Plan. The Board will also look to work local community organisations that are embedded in local communities.

6.2.4 Long-term Outcomes

Kirkby's communities will be empowered with safe, accessible and inclusive spaces that foster wellbeing and a sense of belonging. Neighbourhoods will become more connected and vibrant as improved community infrastructure and locally-led initiatives help them to thrive. Long-term outcomes include:

Outcome	Measure
Reduced crime and anti-social behaviour, particularly in the town centre hotspot.	Reduce the recorded crime rate from the current 121 incidents per 1,000 people per annum.
	Reduce the number of recorded incidents of anti-social behaviour from the current 8.9 reported incidents per 1,000 people per annum.
Improve perception of safety and trust, strengthening social cohesion.	Improve the net-social trust scores from the current 19%
	Improve perceptions of safety among residents.
More active and engaged communities with greater participation in local projects, especially among young people.	Increase the number of people engaged by a community led project.
	Increase the usage of improved community facilities.

Table 2: Theme B Outcomes and Measures

6.3 Theme C: Empowering People to Succeed

This programme will empower residents by providing pathways to opportunity that reflect the needs of a broad cross section of the community, including people who are out of work and those seeking to progress within their careers. These pathways will build awareness, raise aspirations and provide a platform for ambition and achievement. The strategy recognises that people and groups have different goals, all of which can contribute to Kirkby's wider economic and social success.

This theme:

- Is directly aligned with the Pride In Place programme objective to promote stronger communities and take back control; and
- Responds to community priorities by empowering young people through local education, skills and training opportunities that help them to raise aspirations and support them to reach their potential.

6.3.1 Investment Objectives

Local education for local families: ensure that there is sufficient capacity within Kirkby's schools to meet the growing need for places. This will sit alongside new opportunities for pupils to progress into further education or training pathways within the local area.

Linking people and opportunity: ensure that workforce skills match the needs of employers in Knowsley Business Park and across the wider area. The programme will support both businesses and job seekers through tailored training and guidance with a specific focus on helping residents who are furthest from employment to access learning and work.

6.3.2 Projects – Early Impact and Four-Year Pipeline

The Kirkby Neighbourhood Board will move quickly to expand existing programmes and implement early impact projects that can deliver meaningful impacts from the outset of the programme:

Ready to work pathway and essential skills: develop a pathway targeted at individuals furthest from employment to raise awareness and aspirations and align with wider programmes that offer holistic support.

Business, skills and employment programme: provide tailored support for local businesses and residents through a locally focused service that helps new and expanding businesses to grow and create routes into work for local people.

Over the remainder of the four year period and longer term, major investment will be needed to respond to a key local priority – ensuring that there are sufficient school and further education places to meet the needs of Kirkby's families – as well as building community capacity that fosters community empowerment for target groups including young people:

Kirkby youth futures: create and manage facilities and activities that provide access to leisure, recreation and enrichment opportunities as well as high-quality pathways for young people.

Community in the town centre: supporting organisations that deliver key services from the town centre, including business, education and community support activities.

Local school places for local families: develop proposals to identify and meet the requirement for additional school places for pupils aged 11-16 recognising that families want their children to attend schools within their local area.

Accessing further education and training: invest in expanded opportunities for residents to access vocational and further education courses across the wider Liverpool City Region.

6.3.3 Use of Powers

The Board will use available powers to promote improved opportunities, particularly for young people within the community. Funding has already been secured from the government Youth Investment Fund for the Towerhill Community Hub. The Board will look at the potential of Youth Futures Hubs, alongside measures to promote a more inclusive economy.

6.3.4 Long-term Outcomes

Starting with young people, residents will gain the education, skills and confidence they need to succeed locally and beyond. By strengthening education and training pathways, Kirkby will increase employment, raise productivity and improve social mobility. Long-term outcomes include:

Outcome	Measure
Young people are supported to succeed in Kirkby and beyond.	Increase local secondary school places.
	Increase pupil satisfaction and parental confidence.
	Reduce the number of young people not in education, employment or training.
Residents benefit from accessible, high-quality education and training that aligns with local economic opportunities.	Increase the employment rate.
	Reduce the rate of economic inactivity.
	Reduce the proportions of residents with no qualifications.
	Increase employer satisfaction with local training offer.

Table 3: Theme C Outcomes and Measures

7 Alignment with Other Programmes and Investment

This section contains a summary of how the proposed activity outlined in this plan will align with and complement existing and planned local, regional or national initiatives. The Pride In Place programme draws on lessons from earlier initiatives that sought to tackle community tensions and inequalities. It builds on the principles of the New Deal for Communities by promoting community empowerment and collaboration, maintaining a long-term focus and pursuing holistic outcomes.

The figure below shows the ecosystem of core strategies and policies within which this Plan sits.

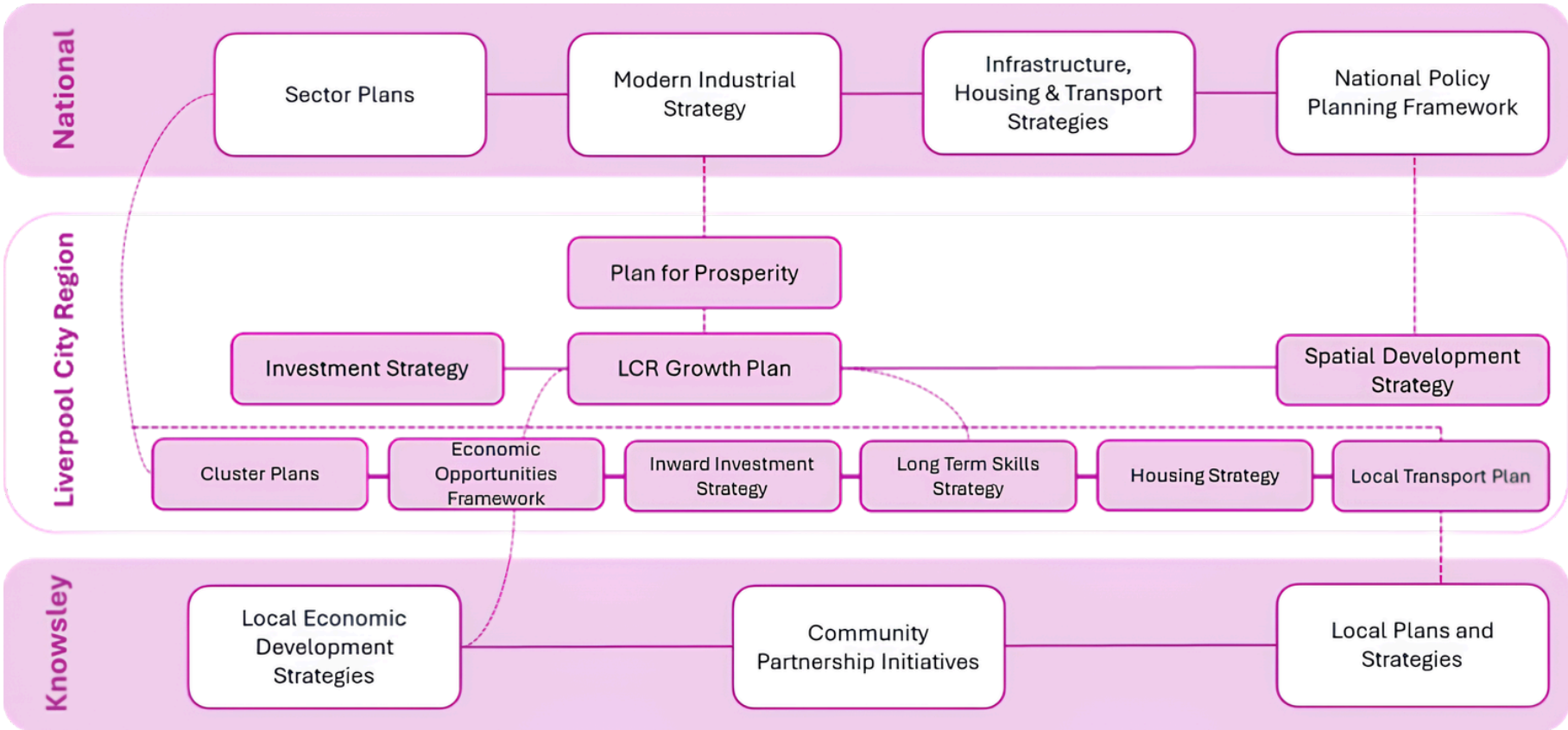


Figure 13: National, regional and local core strategies and policies

7.1 National Strategic Drivers

The **Pride in Place Strategy (2025)** is a long-term government programme designed to strengthen the social fabric of neighbourhoods like Kirkby that have experienced persistent disadvantage. It aims to promote measures that allow people to feel a stronger sense of belonging, greater optimism about local prospects and more confident in local institutions. The strategy is intended to address common challenges such as weakened high streets, limited community facilities, reduced civic participation and a lack of opportunities for residents to shape the future of their area. By investing in social infrastructure and supporting local leadership, it aims to reverse trends that have left many communities feeling overlooked.

The programme is being introduced to ensure that the regeneration of communities also builds relationships, supports local pride and enables residents to influence decisions. Its objectives focus on improving community assets, strengthening local identity, increasing safety and cleanliness, and widening access to culture, heritage and sport. It also aims to create more resilient high streets and public spaces that encourage social interaction and economic activity. This plan for Kirkby has been developed under this strategy and, reflecting the aspirations of the policy, aims to promote long-term, locally led change that helps communities regain control over their neighbourhoods, improve shared environments and strengthen social connections.

The UK's **Modern Industrial Strategy 2025** sets out the Government's ten-year plan to make the UK the best country in which to invest. The Government's key priority is to deliver strong, secure and sustainable economic growth to boost living standards for working people across the UK. To achieve this, the Government is focused on eight sectors that together represent 32% of the economy and have the greatest potential for growth. With Knowsley Business Park representing one of the largest commercial areas in the Liverpool City Region, there will be opportunities to promote growth in priority sectors, as well as industries that generate significant employment opportunities for local residents.

The UK's **Infrastructure, Housing and Transport Strategies** share a set of consistent and interlinked themes to guide and shape future development. These strategies focus on sustainability, connectivity, design quality and inclusive economic growth. Across all strategies, the place agenda, championed through the UK Shared Prosperity Fund, underpins all investment decisions to ensure economic and infrastructure benefits reach deprived and under-connected areas. Government policy places local development, driven by community need, at the heart of its approach.

The **National Policy Planning Framework** (NPPF) sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally prepared plans can deliver housing and other development in a sustainable way. This Regeneration and Investment Plan does not form part of the local planning policy, but does embed key principles set out in the NPPF. This includes an approach to positive planning that aims to be aspirational but deliverable, underpinned by engagement with the local community, and aligned to other local strategies.

7.2 Regional Strategic Drivers

The **Liverpool City Region Plan for Prosperity [11]** sets out a long-term vision for a fairer, stronger and cleaner region where no-one is left behind. The Plan for Prosperity states that:

“ We will build a fairer economy that works for the whole city region. We will be a focal point for economic and social innovation which will provide all our people and places the opportunity to enjoy prosperity, good health, and wellbeing, while demonstrating the productivity gains that can be unlocked in doing so. ”

The Plan provides a strategic framework for future priorities, policy development and investment decisions to increase prosperity for all. The key strategic priorities include:

- An inclusive city region where levelling up means no one and no place is left behind.
- Leadership in the Green Industrial Revolution.
- A global, confident and outward-looking city region.

The Plan for Prosperity is underpinned by a set of guiding principles designed to support delivery of these priorities across four core pillars, which this Regeneration and Investment Plan for Kirkby supports, particularly Pillar 2 (Turning people's potential into prosperity) and Pillar 3 (Building thriving sustainable and resilient places).

The Plan for Prosperity commits local partners to working with the Government to make full use of the opportunities offered by devolution. Community empowerment, local collaboration and extending the benefits of devolution to all city region communities are seen as key to delivering this Plan.

7 Alignment with Other Programmes and Investment

7.2 Regional Strategic Drivers (continued)

The **Liverpool City Region Local Growth Plan [12]** is a ten-year strategy for growth and productivity developed with central Government and partners across the city region. Productivity is a core priority for the region as boosting productivity is recognised as essential to improving overall economic performance.

The mission to increase productivity is supported by ambitions for inclusive growth, the ethical use of artificial intelligence (AI for good) achieving net zero by 2035. Partnership is at the heart of the Liverpool City Region Growth Plan. Building on a strong foundation of collaboration between partners, the city region can deliver the proposed outcomes effectively. By working collectively and strategically, the city region will realise its full potential and make a significant contribution to the national economy.

Through its tradition of community-mindedness and its inclusive networks, the city region will ensure that prosperity is shared and that opportunities are created for local enterprise across all sectors. Achieving sustained transformational growth will depend on strengthening the foundations of the economy through an integrated, place-based approach.



Figure 14: LCR Local Growth Plan, "An Integrated Approach to Place Based Growth and Productivity"

7.2 Regional Strategic Drivers (continued)

The **Liverpool City Region (SIF) Investment Strategy [12]** was produced to manage devolved funding and guide the operation of the Combined Authority's Strategic Investment Fund (SIF). Through the Investment Fund, the Combined Authority aims to improve the city region's performance across the four pillars established by the Plan for Prosperity.

The Liverpool City Region Investment Strategy identifies several important growth poles and broad locations that have the potential to act as catalysts for economic growth. Priority clusters for SIF investment include advanced manufacturing, health and life sciences, and digital and creative. These sectors represent the strongest opportunities for economic development across the city region.

The **Liverpool City Region Spatial Development Strategy [13]** sets out a framework for building and development across the region over the next 15 years. The strategy forms part of the Development Plan along with Local Plans and Neighbourhood Plans. Key strategic planning matters include housing, the economy and employment, town centres, infrastructure and the natural and historic environment. The strategy covers the local authority area of Knowsley and the wider City Region to establish an overarching vision for a fairer, stronger and cleaner society where no-one is left behind.

The Spatial Development Strategy is guided by a set of five thematic objectives which have been developed in response to the challenges faced by the city region and align with the priorities of the Combined Authority. These include promoting a cleaner greener environment, reducing inequalities, promoting opportunities for all, and ensuring that communities benefit from development. This Regeneration and Investment Plan for Kirkby is fully aligned with these priorities.

[11] <http://www.liverpoolcityregion-ca.gov.uk/plan-for-prosperity>

[12] <http://www.liverpoolcityregion-ca.gov.uk/lcr-growth-plan>

[13] <http://www.liverpoolcityregion-ca.gov.uk/lcr-investment-strategy>

[14] <http://www.liverpoolcityregion-ca.gov.uk/sds>

7.3 Local Strategic Drivers

A comprehensive policy framework is in place at the local level to support continued investment and regeneration in Kirkby, with the aim of driving positive outcomes for local residents. Key strategy and policy objectives for Kirkby are outlined below:

Knowsley 2030 Strategy [12] : prepared by the Knowsley Better Together Board, this strategy establishes six key aims for the borough. These include: creating welcoming, vibrant and well-connected neighbourhoods and town centres; developing a thriving and inclusive economy with opportunities for people and businesses; promoting health and wellbeing by ensuring people are active and have access to the support they need; enabling people of all ages to be confident and achieve their full potential; and fostering strong and safe communities.

The Knowsley Council Plan 2025-30 [13] : this plan sets out the overarching vision for Knowsley Council, supporting Knowsley residents to thrive. A cornerstone of this plan is encouraging growth that benefits everyone, ensuring that all sections of society are given the opportunity to benefit from investment and growth, with town centre regeneration plans a key focus for the Council. In addition, the plan sets out aims for the Council to deliver effective, high-quality services and support, and deliver targeted support to encourage fairness and opportunity.

The Economic Growth Plan for Knowsley [14] : the Council's plan for the period to 2030 sets out a collective economic vision and ambition for Knowsley and how public private, community and voluntary partners can support that vision. Targets in the previous economic plan were exceeded, with more than 6,000 new homes built, 10,000 additional jobs created and over 1.3 million square feet of floorspace developed across the borough.

The Community Safety Partnership Strategic Plan 2025-28 [15] : establishes, in line with the Knowsley 2030 Strategy, three priorities to improve outcomes for local residents: domestic abuse and violence against women and girls; anti-social behaviour and serious and organised crime.

The Local Plan Core Strategy 2016 [16] : outlines a vision for an area that provides a sense of place and community, having sustainable, diverse, more prosperous and healthy populations. Aims include a stronger and more diverse economy; wider housing choice; regenerated town centres; better connected communities; deprivation reduced; enhanced open space, sports, recreation and leisure facilities; and environmental, historic and cultural assets enhanced. Regeneration of town centres and promoting quality of place are key objectives, while Kirkby Town Centre is one of six targeted 'Regeneration Areas'.

[12] <http://www.knowsley.gov.uk/sites/default/files/2024-09/Knowsley%202030.pdf>

[13] <http://www.knowsley.gov.uk/council-and-election/policies-plans-and-strategies/current-plans-and-strategies>

[14] http://www.knowsley.gov.uk/sites/default/files/2025-06/Knowsley%20Council%20Plan2025-2030_FINAL2.pdf

[15] <https://www.knowsley.gov.uk/sites/default/files/2025-10/Knowsley%20Community%20Safety%20Partnership%20Strategic%20Plan%202025-2028.pdf>

[16] <https://localplanmaps.knowsley.gov.uk/documents/knowsley-local-plan-adopted-core-strategy.pdf>

8 Matched Funding and Leveraged Investment

The Kirkby Neighbourhood Board recognises that the long-term success of Kirkby's Pride in Place programme will depend upon attracting and maximising investment from a diverse range of sources. While the core programme funding will provide an essential foundation, the strategy for matched funding and leveraged investment seeks to use this investment as a catalyst to secure additional public, private and philanthropic resources.

The approach is built on partnership, readiness and credibility. The Plan will strengthen investor confidence by demonstrating a clear spatial focus, a pipeline of deliverable projects and governance arrangements that ensure transparency and accountability. This will enable Kirkby to compete effectively for regional and national resources and unlock new forms of investment from the private and community sectors.

8.1 Public Sector Investment

The Kirkby Neighbourhood Board will work with partners to align and leverage other public funding streams which might include:

Knowsley Council: potential support through targeted use of existing resources, borrowing capacity or the use of Council-owned land and assets where appropriate.

Liverpool City Region Combined Authority (LCRCA): building on previous investment in Kirkby and Knowsley, the Board will continue to develop strong business cases to secure further LCRCA support for regeneration, skills and infrastructure projects.

Other Government or agency funding: the Board will monitor opportunities for funding from departments and agencies such as the Department for Transport, Homes England, health services and others.

8.2 Private Sector Investment

Private investment will be critical in delivering regeneration outcomes, particularly in the town centre and employment areas. Opportunities will include:

Development and property investment: the Council and its partners will continue to make key sites available for development and will ensure that land ownership and ground conditions are prepared to support viable proposals.

Business investment and expansion: following successful attraction of major retailers such as Morrisons, B&M and Pure Gym, further efforts will focus on encouraging reinvestment and expansion by existing businesses as well as attracting new employers and service providers.

8.3 Philanthropic and Social Investment

The Board will seek to attract philanthropic and community investment to support inclusive regeneration. Potential sources include:

National Lottery funding: particularly through the UK Fund and community-based programmes.

Charitable foundations and endowments: targeting grants for community projects, skills development and capacity-building.

Corporate Social Responsibility funding: engaging local and international businesses to support local initiatives through sponsorship or in-kind contributions.

Crowdfunding and community capital: exploring community-led fundraising for smaller-scale neighbourhood projects.

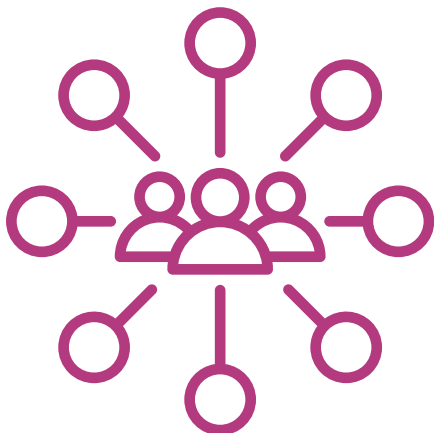
9.1 Community Engagement Approach to Date

Community voices and local partnerships have been central to shaping the Kirkby Regeneration Plan. The Kirkby Neighbourhood Board and Knowsley Council have worked closely together to design an engagement approach that ensures residents, businesses and local organisations can influence decisions and have avoided “consultation fatigue” from repeated surveys or meetings.

The approach has been built around listening to what matters most to people in Kirkby and by recognising a desire to see real change delivered and a sense of frustration that past promises have not always been fulfilled. The aim has been to make engagement meaningful, focused and directly connected to action.

Community input gathered through the Let’s Talk About Kirkby campaign in summer 2024 helped to establish the foundation of this Plan, including the overall vision, strategic themes and priority areas for investment. This was strengthened through a second phase of engagement, Priorities for Kirkby, held in September 2025, which invited residents and stakeholders to test and refine these priorities before the final plan was developed.

Alongside the two rounds of direct community engagement initiated by the Kirkby Neighbourhood Board, additional feedback has been drawn from the Zencity Polling commissioned by the Ministry for Housing Communities and Local Government.



9 Community Engagement

9.1.1 Engagement Round One - Let's Talk about Kirkby

Approach - To support the development of the (now replaced) Long-Term Plan for Towns, a comprehensive consultation programme (Let's Talk about Kirkby) was conducted for three weeks in June and July 2024.

The consultation aimed to create meaningful dialogue with residents and to capture diverse perspectives to inform the Kirkby Local Town Plan. It combined:

- Pop-up and drop-in events across community venues, schools, leisure centres, parks, and supermarkets.
- Community group sessions with parents, youth groups, faith organisations, and local networks.
- Online presence and surveys, promoted through Knowsley News, Instagram, Facebook, X, LinkedIn, and via partners and stakeholders.
- Focus groups with Town Board members to capture strategic insight.

The consultation included 210 survey responses, 400 face to face engagements and 55 hours of direct community engagement.

A wide range of groups were engaged through the 'Let's talk about Kirkby' consultation process including:

- General public at central venues and events including Kirkby Centre, Volair Leisure Centre, Mill Dam Park, Morrisons and family fun days.
- Community groups including Social Supermarket Northwood Mums, Knit & Knatter, Healthwatch, Red Neighbourhoods Walking Football, Southdene Community Group and Mill Dam Community Group.
- Young people and families including St Marie's School, Youth Cabinet, Teen Soul Sister, Centre 63 Youth Club and Kirkby High School Parliament.
- Faith-based and support network including Kirkby Christian Fellowship, Northwood Chapel Food Bank and Ladies and Mums with Babies groups.



Picture 14: Collage of conversations captured on post-its



Picture 15: Drop-in consultation session, Volair Leisure Centre



Picture 16: Let's Talk about Kirkby

9.1.1 Engagement Round One - Let's Talk about Kirkby (continued)

Four themes emerged which were consistent across all generations and sections of the community:

Kirkby identity: a strong sense of pride and belonging.

Importance of local: local schools for local children, local businesses by local people, local services on the doorstep.

Young people: concerns for their future, more provision and support, accessible spaces.

Infrastructure: worry that the area lacks the infrastructure (especially schools and health services) to support the growing population.

Two distinct resident experiences emerged which shaped perceptions of the area:

New or returning communities: residents who have chosen to make Kirkby their home, whether by purchasing property or by returning after moving away. This group identified growth and development more easily and in a more positive light.

Embedded or inter-generational communities: residents who had lived their whole lives in Kirkby were less likely to identify positive change and expressed more disappointment over regeneration of the area.

The community proposed highlighted areas for intervention. Three open response questions were asked around themes of (1) retail, leisure and evening economy, (2) education, employment and skills, (3) other key themes.

Question theme	Synthesised Responses
Retail, Leisure and evening economy.	• Desire for budget supermarkets (Aldi/Lidl) and better retail mix (men's/children's clothing, sportswear). • Too many charity shops, betting shops and takeaways. • Call for family dining, independent restaurants and social spaces to build an evening economy. • Demand for accessible and affordable family leisure facilities and a youth hub to reduce anti-social behaviour. • A safe, welcoming, vibrant town centre that supports both local spending and attracts visitor.
Education, employment and skills.	• Positive views of school provision, but insufficient secondary school places. • Concerns about young people being placed outside Kirkby, leading to travel issues and parental resort to home schooling. • Strong calls for more support for children with special educational needs and disabilities in mainstream schools. • Lack of post-16/further education provision since the closure of Kirkby College. • Need for more practical training and specialist skills pathways, linked to the industrial estate. • Residents often unaware of existing training offers, highlighting the need for clearer signposting. • More opportunities requested for working-age adults to upskill locally
Other Key themes	• Green Spaces: Vital for wellbeing; Mill Dam Park praised, aspiration for others (like Old Rough Park) to be better maintained. Strong opposition to further building on green spaces. • Clean and Safe Streets and Roads: Residents stressed the importance of clean, well-maintained streets to boost civic pride. Concerns over road safety and traffic, especially near schools and retail sites. • Communication and Transparency: Strong call for ongoing dialogue with the Town Board, with clearer, multi-platform communication accessible to all residents

9 Community Engagement

9.1.2 Engagement Round Two – Priorities for Kirkby

“Priorities for Kirkby” was launched in September 2025. This round of engagement aimed to share what residents had already told us, test the draft vision and priorities for Kirkby, and invite views on what matters most as the town shapes its Regeneration and Investment Plan under the Pride in Place programme.

Approach - The consultation invited residents to comment on the emerging Vision for Kirkby 2036, which describes a thriving, welcoming town where:

- The town centre is vibrant, diverse, and family-friendly.
- Neighbourhoods are safe, green, and inclusive.
- People, especially young people, have the tools and opportunities to succeed.

The survey was made available online and through drop-in sessions across Kirkby, reaching people in shops, libraries, and community venues.

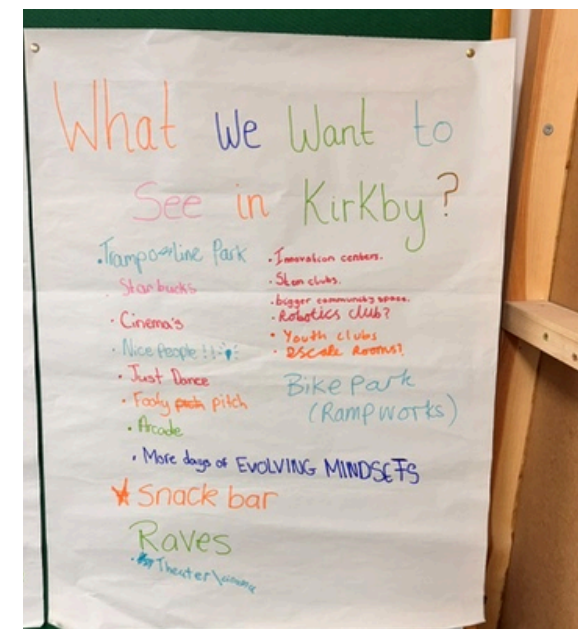
- 435 online surveys were completed, with 290 providing detailed written feedback.
- 58 in-person conversations took place across four public drop-ins, and 37 paper surveys were completed.
- 61% of respondents were women and 50% were aged 26 to 45 years.



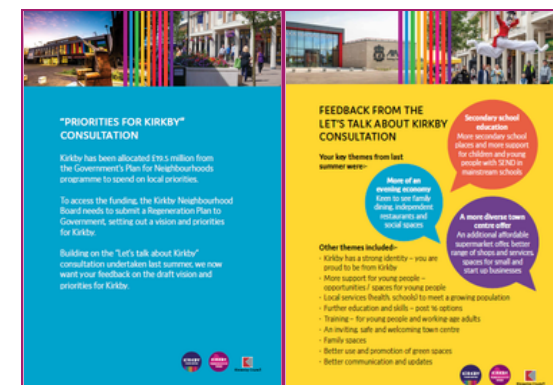
Picture 17 Drop-in Session, Made to be Mum



Picture 19: Drop-in session, Kirkby Market



Picture 18 Youth priorities captured at Evolving Mindset CIC outreach project



Picture 20: Consultation Boards

9.1.2 Engagement Round Two – Priorities for Kirkby (continued)

What We Heard - 155 out of 327 (47.5%) respondents explicitly agreed with the vision for Kirkby, while 17 (5%) did not. 155 (47.5%) neither explicitly agreed nor disagreed with the vision. The tone of feedback showed both pride and realism. Residents supported the priorities but wanted to see faster progress and visible results. Many described optimism about the town's potential but were concerned about delivery and service pressures.

Theme	Feedback
Town centre, retail and leisure	• 102 responses (31%) focused on the town centre, with many mentioning retail choice, restaurants, cafés, and leisure options. • Residents described frustration at the lack of variety and slow progress on amenities such as family dining and cultural spaces.
Community facilities	• 131 people (40%) mentioned community services, including 29 referencing community centres directly. Many expressed frustrations at the loss of local venues and activities, but optimism that revitalised hubs could rebuild community spirit.
Safety and policing	• 22 people (7%) mentioned safety or antisocial behaviour. • Residents called for more visible policing, better lighting, and CCTV in parks and the town centre, alongside prevention through youth engagement.
Health and wellbeing	• 21 respondents (6%) raised concerns about NHS dental access and GP appointments. • Many reported travelling or going private for treatment, linking poor healthcare access to wider local infrastructure issues.
Housing and infrastructure	• 46 responses (14%) raised issues around affordability and local access to housing, with calls for more social housing and for growth to be balanced with investment in schools and services.
Environment and cleanliness	• 47 comments (14%) focused on the environment, with praise for Mill Dam Park but concerns about litter, maintenance, and the need for more attractive, usable green spaces.
Transport	• 32 respondents (10%) discussed transport and parking, citing limited bus routes, unsafe junctions, and poor connectivity between the railway station and town centre.
Education and Youth	• 73 people (22%) highlighted a shortage of secondary school places and 21 mentioned primary school pressures. • 106 (32%) called for more youth clubs, sports, and creative programmes to help reduce antisocial behaviour and build skills. • 23 respondents (7%) raised the lack of provision for children with special educational needs and disabilities.
Jobs and skills	• 39 respondents (12%) called for stronger links between local employers, schools, and training providers, and more apprenticeships and work placements for young people.

What it tells us - The consultation confirmed that people in Kirkby share a clear, consistent vision of a town that is safe, inclusive and full of opportunity. However, they want to see delivery that matches ambition. Residents strongly support continued investment in:

- Everyday essentials such as health, education and local services.
- Youth provision and training that gives young people a reason to stay and succeed.
- A lively, well-maintained town centre that reflects local pride.

The consultation also provided further detail on the immediate priorities of a wide cross-section of the community. This has most immediately informed the projects in the first four-year Investment Plan.

Approach - As part of the Pride in Place Programme, the Government commissioned independent research company Zencity to carry out digital polling across all participating towns. In Kirkby, 112 residents took part in the survey, which was conducted through online and mobile channels during 2025. Participants were recruited to reflect the local population by age, gender, ethnicity, and household type, ensuring that findings represented a balanced cross-section of the Kirkby community.

Pride and perception: 45% were satisfied with Kirkby as a place to live and 34% were dissatisfied. 42% said they were proud to live in Kirkby mainly for its community spirit (68%) and green spaces (46%), but safety concerns (72%) and antisocial behaviour (49%) reduced confidence.

Youth and community issues: Only 19% felt there were enough activities for young people, while 71% agreed it is easy for children to get drawn into crime or gangs.

Voice and trust: 45% felt Kirkby had been “left behind,” 47% believed they could not influence decisions, and 69% said they had not been consulted on local issues.

What it tells us - The Zencity polling reinforces what local consultations have already shown: Kirkby residents care deeply about their town and want investment that delivers real improvements in everyday life. The strongest and most consistent messages are:

- Invest in young people through more clubs, safe spaces, and skills opportunities.
- Reinvigorate the town centre with better shops and family-friendly facilities.
- Tackle safety and cleanliness to restore civic pride and confidence.
- Strengthen trust by ensuring residents' voices are heard and acted upon.



Figure 15: What would your number one priority be for use of the £20 million of funding through the Pride in Place programme in your area?

9.2 Plans for Ongoing Engagement

The Kirkby Neighbourhood Board recognises that meaningful, ongoing engagement is essential to the success of the Regeneration and Investment Plan. Building on the positive response to the Let's Talk About Kirkby and Priorities for Kirkby consultations, the Board is committed to maintaining dialogue with residents, businesses, and community partners throughout the life of the Plan from design to delivery.

Addressing inequalities is everyone's business, and bold action is needed across the borough to ensure that barriers facing local communities are tackled in a sustainable way that responds to people's specific needs. The Board will continue to champion this approach by working alongside residents, businesses, and partners to co-design activity and ensure that the support and opportunities available truly reflect local priorities.

Through the strong partnership already in place with Knowsley Council and the wider Knowsley Better Together network, the Board will utilise the Council's expertise, data, and community engagement capacity to strengthen its approach. This includes drawing on specialist roles and resources designed to deepen understanding of local communities and enhance collaboration:

Community Builders – These roles will work directly with diverse communities to develop a deeper understanding of local aspirations, priorities, and challenges. By connecting residents, community groups, and partners, they will help bring together local voices to shape initiatives and ensure that Kirkby continues to be a place where strong and safe communities can influence and lead positive change.

Community Intelligence Officers – These officers will take both a data-driven and people-focused approach to understanding community needs. By combining research, analysis, and direct engagement, their role is to develop a clear picture of local strengths and barriers, helping partners to address the root causes of inequality and inform targeted action.

Together, these roles and resources will provide a strong foundation for evidence-based, inclusive decision-making.

The Board will work with local partners to ensure that regeneration and investment activity in Kirkby is informed by real community insight, reflects local priorities, and contributes to reducing inequalities. To this end, the Board will prepare a plan for community engagement and communication.

10 Governance

10.1 Governance Structure

The governance structure for the Kirkby Pride in Place programme combines local partnership oversight through the Kirkby Neighbourhood Board with financial and legal responsibility through Knowsley Council acting as accountable body.

The Neighbourhood Board provides the strategic leadership and brings together representatives from local government, community and voluntary organisations and relevant public sector partners, alongside the local Member of Parliament. The Board's purpose is to set the overall vision for the town and oversee delivery of the Regeneration and Investment Plan. This will include reviewing and endorsement of proposed projects. It will also act as an ambassador for the programme, ensuring transparency and community engagement.

Knowsley Council, as accountable body, holds formal responsibility for the Pride in Place funding on behalf of the partners. Its main responsibilities include: receiving and administering the funding allocation; ensuring that financial management, procurement and governance processes comply with the council's constitution and national guidance; approving investment cases and ensuring projects meet compliance and value-for-money requirements; and maintaining oversight of risk management, audit and performance reporting.

A programme management office will be hosted by Knowsley Council and will resource and administer the functions of the Kirkby Neighbourhood Board, coordinate reporting, financial control, performance monitoring and communication with central government and other partners.

Delivery groups will be established, led by officers with Knowsley Council or other partner organisations who are deemed best placed to oversee and resource project delivery. These groups will include technical officers, delivery partners and consultants who develop business cases, oversee implementation, and report progress to the Board and Accountable Body.

An overview of the Governance Structure is outlined below.

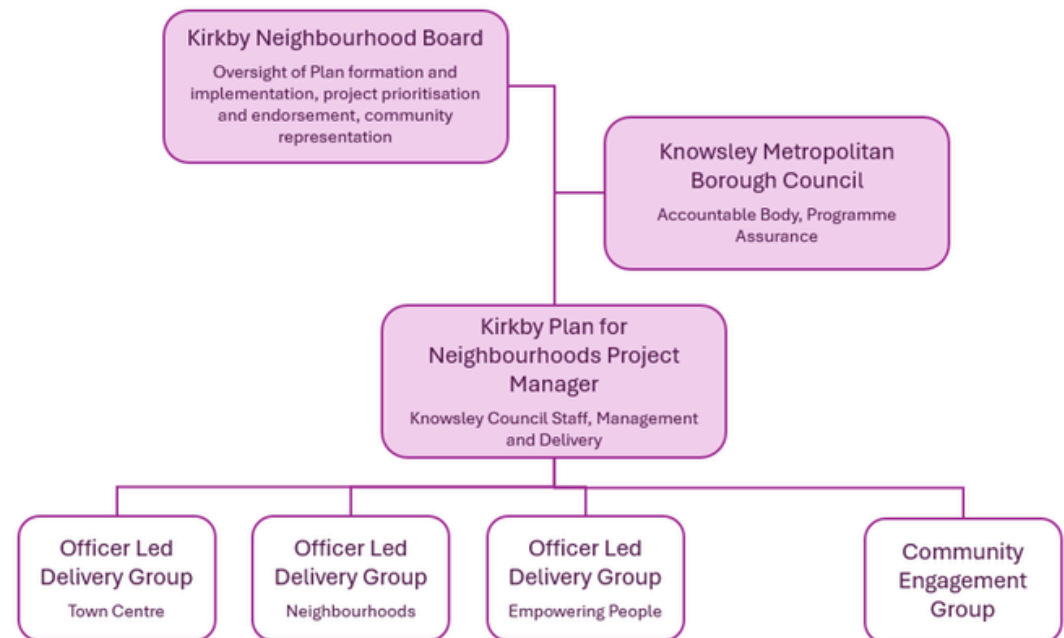


Figure 16: Governance structure for the Kirkby Plan

10.1.1 Board Roles and Responsibilities

Chairperson

The Chairperson leads the Board, ensuring it operates with a clear vision and strong governance. The role is to champion the town, providing community-focused leadership. Invited by the Local Authority, the Chairperson is a respected community figure. Responsibilities include providing strategic leadership, guiding the development of the Regeneration Plan for Kirkby, chairing meetings effectively, advocating for the Board, managing conflicts, and representing Kirkby in various forums. The Chairperson must ensure high ethical standards and foster consensus. The person is expected to attend at least 75% of quarterly meetings and additional stakeholder meetings.

Max Steinberg CBE DL has been appointed to serve as the Chair of the Kirkby Neighbourhood Board. He has extensive experience in regeneration, business, innovation and industry. He was a supporter and key driver for the Shakespeare North Playhouse in Prescot, from the initial vision ten years ago to deliver a cultural venue in the borough, through to its construction and opening in July 2022. Max is currently the Chair of the Shakespeare North Trust and Chair for The Walton Centre Foundation Trust Hospital Board. He was awarded the OBE in 1997 for services to Housing and Regeneration in Merseyside and the CBE for services to Business and the Community in 2013.

Deputy Chairperson

The Deputy Chairperson supports the Chairperson and can step in when the Chairperson is unavailable. The role is to bring diverse expertise and to be a local community leader. It includes supporting Board members and contributing to the Board's objectives.

Board Members

Board members are recruited to ensure diverse and credible local representation. Serving voluntarily, they must have a passion for Kirkby and uphold high standards of integrity. They are required to attend 50% of meetings annually and cannot send substitutes. Their duties include supporting the Chairperson, contributing expertise, acting as ambassadors for Kirkby, exercising independent judgment, reflecting the Board's consensus, and adhering to the Board's Terms of Reference and the Nolan Principles of Public Life.

The Kirkby Neighbourhood Board (previously the Kirkby Town Board) was formed in April 2024 and comprises the following members:

- Anneliese Midgley MP – Member of Parliament for Knowsley
- Councillor Tony Brennan - Shevington Ward Councillor and Knowsley Council Cabinet Member for Regeneration and Economic Development
- Councillor Jayne Lonergan - Cherryfield Ward Councillor and Knowsley Council Cabinet Member for Resources
- James Duncan - Chief Executive of Knowsley Council
- Andrew Devaney - Assistant Director of Investment, Liverpool City Region Combined Authority
- Amie Parsonage - Portfolio and Partnership Officer for Knowsley, Merseyside Police and Crime Commissioner's Office
- Inspector Andrew Robinson - Kirkby Neighbourhood Police Inspector
- Reverend Graham Peel - Pastor of Northwood Chapel and Director of Kirkby Foodbank
- Julie Currie - Head of Retail at Willowbrook Hospice
- Christine Vaudrey – Regeneration and neighbourhood renewal practitioner
- Matthew Parish - Chief Executive Officer of the Liverpool FC Foundation
- Dr. Mike Merriman - GP at Millbrook Medical Centre, Kirkby and Clinical Inequalities lead for NHS Knowsley

The Board comprises twelve members in addition to the Chairperson, with representation reflecting eight public, three community/VCSE and one private sector.

10.3 Partner Roles and Responsibilities

The Kirkby Neighbourhood Board, Knowsley Council and their partners have the capacity and capability to deliver the proposed Plan.

- The Board includes individuals with a wealth of knowledge in promoting and implementing investments in a number of spheres of life.
- Knowsley Council, as a major delivery partner, has extensive experience in designing, commissioning, procuring and implementing development projects up to and including very large schemes such as the recent investments in the town centre. Its officers have appropriate professional qualifications and experience in the activities proposed under this project. This provides a sound basis for ensuring that key aspects of the Plan can be delivered in an effective and efficient manner. The Council is and will be, supported by a team of professional advisers as necessary in delivery activity.
- Community stakeholders include those with a deep understanding of running and operating community projects contributing to health and wellbeing in Kirkby and elsewhere.

The Board and partners are well-versed in procuring the knowledge and expertise of private sector providers in achieving best financial and social value where this is appropriate.

Responsibility area	Typical roles / organisations involved	Summary of functions
Strategic direction and vision	Neighbourhood Board (Chair and Members), Senior Responsible Officer (SRO)	Set the overall vision for the Pride in Place Plan; provide local leadership; ensure projects align with town priorities; and act as ambassadors for the
Legal and financial accountability	Accountable Body (Knowsley Council), Section 151 Officer, Monitoring Officer, Head of Paid Service	Hold and manage Towns Fund money: ensure compliance with legislation, council constitution, procurement and audit rules; and approve and sign off
Formal decision-making	Knowsley Council Cabinet or Executive Committee	Approve expenditure and formal submissions to MHCLG based on recommendations from the Neighbourhood Board.
Programme assurance and governance	Knowsley Council, Programme Management Office, internal audit	Maintain assurance framework, oversee risk, ensure transparency, manage programme documentation and reporting.
Project development and delivery	Project Sponsors and Lead Officers, Task and Finish Groups, delivery partners	Develop business cases, manage day-to-day project delivery, ensure outputs meet time, cost and quality standards, report to Programme Management
Financial management and reporting	Programme Management Office, Section 151 Officer, Finance Team	Manage budgets, claims and drawdowns; maintain financial records; submit monitoring and evaluation returns to Ministry of Housing, Communities and
Monitoring, evaluation and performance	Programme Management Office, Project Leads	Track progress against spend, output and outcome targets; report on benefits realisation and lessons learned.
Community engagement and communications	Communications Lead, Neighbourhood Board members, Programme Management Office	Manage consultation and stakeholder engagement; promote consistent messages and visibility for projects.
Technical and specialist input	Task and Finish Groups, consultants, external partners	Provide subject-matter expertise, support business case development and assurance.

11 Assurance

11.1 The Assurance Framework

Knowsley Council will be the accountable body for the Pride In Place Programme. Knowsley Council ensures public expenditure is managed transparently, efficiently, and lawfully through its constitution, which outlines decision-making procedures, financial controls, and accountability mechanisms.

The Assurance Framework for this programme is aligned with the principles of Managing Public Money, emphasising regularity, propriety and value for money and feasibility in the administration of public resources. It follows the three 'lines of defence' model, with the first line of defence led by Knowsley Council's Executive Director of Resources, responsible for ensuring proper financial administration and transparency in governance. The second line of defence, undertaken by the Ministry of Housing, Communities and Local Government (MHCLG), provides independent review and monitoring of the first line activities to manage risks effectively. The third line would comprise independent scrutiny and audit.

The Assurance Framework adopts a risk-based approach to assurance, focusing on deep dives and random sampling to identify areas of concern and provide targeted support where needed. Compliance checks are conducted annually to review governance and information provision requirements, with recommendations for action provided to the local authority for implementation. The Framework emphasises the importance of engaging with funding recipients, particularly the local authority, to support performance management and assurance throughout the funding programme.

Assurance activities will involve:

- Knowsley Council to engage and provide information for further assurance activities.
- MHCLG undertakes annual checks during the project lifespan for second line assurance.
- Performance information reported by the Council informs payment schedules.
- Intelligence gathered from Assurance and Compliance Team and Area Leads for holistic assurance.

The risk-based approach will involve:

- Deep dives based on risk factors and random sampling.
- Focus on areas needing support based on first line assurance by the Executive Director of Resources.
- Suite of risk indicators used to identify local authorities for deep dives.
- Triggers for deep dives include significant assurance and performance concerns.

Engagement and reporting will include:

- MHCLG engages with the local authority through Area Teams for performance management.
- Regular communication and structured approach to data and knowledge sharing.
- Reporting within governance structure, including deep dive reports and remedial actions.

11 Assurance

11.2 Performance Management

Recipients of funding are expected to manage and deliver projects in line with forecast outcomes, milestones and financial profiles. Performance management activities will be implemented to ensure projects are delivered with financial probity and good governance standards. Data on project performance will be used to assess assurance and performance management processes, enabling continuous evaluation and learning.

Performance Management will comprise:

- Projects being managed in line with forecast outcomes, milestones, and financial profiles.
- Ongoing quantitative monitoring of performance against key indicators and metrics.
- Data analysis for assessing assurance and performance management processes.
- Feedback of lessons learned from data analysis to inform effective decision-making.

11.3 Compliance

11.3.1 Procurement and subsidy control

The Assurance process will ensure compliance with legislation regarding procurement and Subsidy Control:

- The Procurement Act 2023 details the way local authorities in England undertake regeneration projects. This will include the need for transparency and documentation; competitive bidding; sustainability and social value; supplier diversity, ethical standards; training and capacity building; and performance monitoring and reporting.
- The Subsidy Control Act 2022 sets out the framework for local authorities in England to follow when providing subsidies for regeneration and other projects. In particular the subsidy-awarding body is responsible for ensuring general compliance at the project level with the principles set out in the Act following consideration of whether a subsidy is present within the terms of the Act. These principles include ensuring subsidies are aimed at achieving a specific policy objective, are proportionate and do not unduly distort competition or investment within the UK.

11.3.2 Environmental duty

The Board, in conjunction with Knowsley Council, will ensure that the programme conforms with the requirements of the UK Environment Act 2021 with regard to environmental considerations including environmental targets, environmental principles, the biodiversity duty, and the climate change duty. This will form a standing requirement of programme/project reports to the Board over the Plan lifetime.

11.3.3 Public Sector Equality Duty (PSED)

The Board, in conjunction with Knowsley Council, will also ensure that the programme conforms with the requirements of the Public Sector Equality Duty (PSED) under the Equality Act 2010 in considering equality and good relations with regard to eliminating discrimination, advancing equality of opportunity, fostering good relations, and understanding the impact on protected characteristics. This will also form a standing requirement of programme/project reports to the Board over the Plan lifetime.