Liverpool City Council

Anti-racism strategy and action plan

2025

Contents

03 **Foreword**

04 **Our commitment**

05 **Background**

06 **National and regional considerations**

07 **Development of Liverpool City Council's strategy and action plan**

10 **Action plan overview**

11 **What success looks like**

12 **How we will monitor progress**

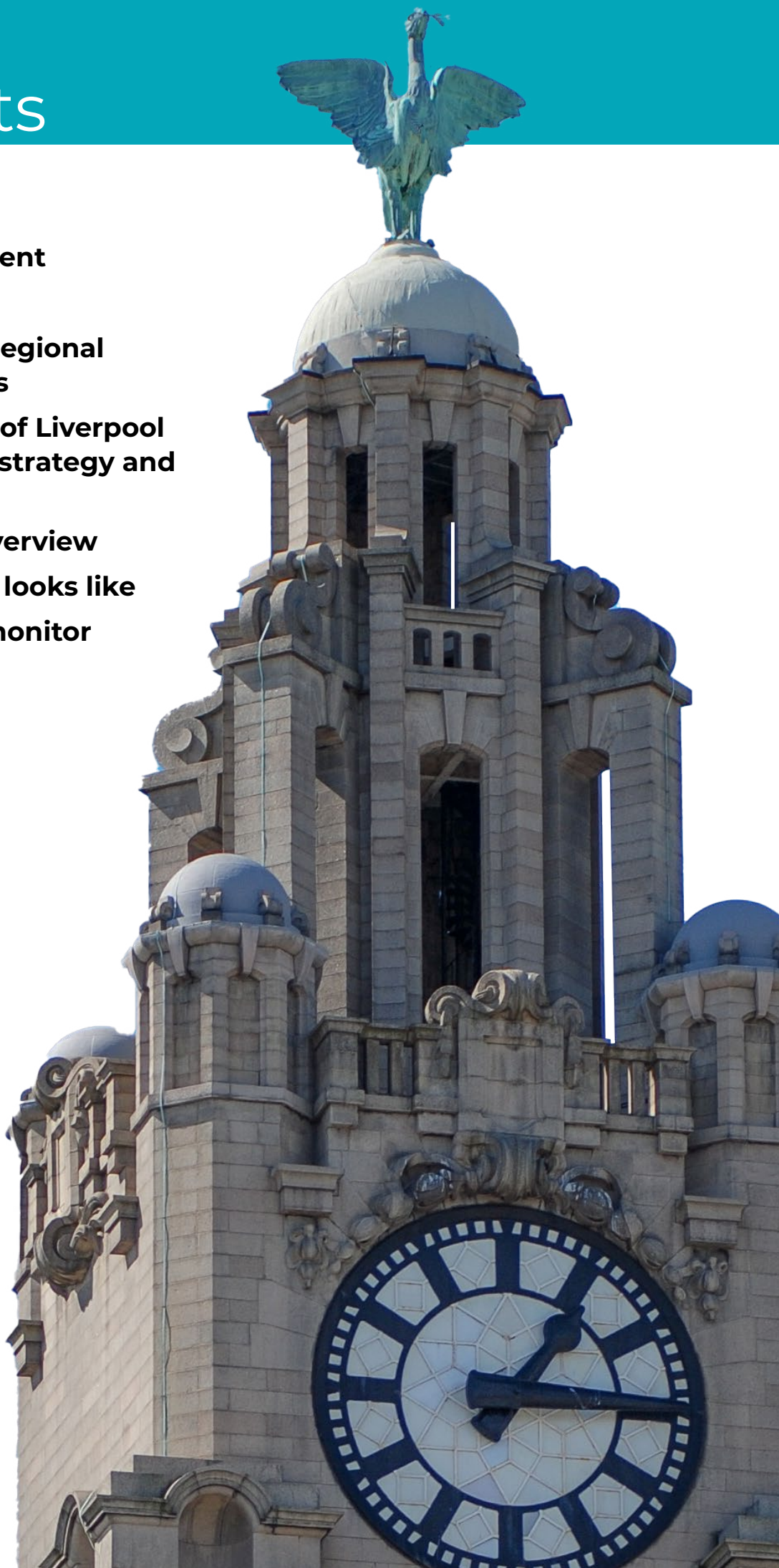


Photo credits:
Brian Roberts (page 6), Jazamin Sinclair (page 9) and Peter Carr (page 14).

Foreword

Liverpool is a proud, diverse city with a rich history of welcoming people from all walks of life. Yet, we recognise that racism is not confined to the past, and its impact is still felt by many in our communities and within our own organisation. We are committed to facing this stark reality with honesty, courage and determination.

Over the past few months, we have been engaging and listening to staff, community leaders, residents and stakeholders to understand their perceptions and experiences of racism—both within the Council and in the wider community. We have held fact-finding sessions, conducted surveys, and worked closely with community groups, residents and young people to ensure that a broad range of voices have shaped our understanding.

Our commitment to becoming an anti-racist organisation is more than just a statement — it is a promise to take meaningful action to tackle racism within our organisation and across our city. We are dedicated to making the necessary changes and improvements so that the benefits of our efforts are felt throughout our organisation and the wider community. We understand that this will not happen overnight, and we are willing to invest the necessary time and effort.

This strategy and action plan set out how we will tackle racism in all its forms, including Antisemitism, anti-Gypsy Roma sentiment, Islamophobia, and Sinophobia. We will embed anti-racism into our culture, policies, and performance measures, and our leaders will be vocal and accountable in challenging and responding to racism wherever it arises. We will continue to listen to our communities and colleagues, engage in honest dialogue, and act on the concerns we hear.

We know that this journey will not be easy, and it will require persistent effort from all of us. But we are resolute in our aim: to make Liverpool a truly inclusive city where everyone feels valued, respected, and safe. Together, we can build a future free from racism and discrimination—one that reflects the very best of our city and its people.

Councillor Liam Robinson
Leader of Liverpool City Council

Councillor Ruth Bennett
Deputy Leader and Cabinet Member for Finance, Resources and Transformation

Our commitment

Our commitment to anti-racism is a key part of Liverpool City Council's ongoing improvement journey, cultural transformation, and our focus on improving the services we provide to our residents and how we support our workforce.

This means tackling racism in all its forms, including Antisemitism, anti-Gypsy Roma sentiment, Islamophobia and Sinophobia, and embedding anti-racism within our culture, policies and performance measures.

We greatly appreciate the engagement that we have had from our workforce and from residents across the city, and we will continue to listen, engage, and act on what we hear.

As a council, our priorities are to:

- Display anti-racist leadership by taking a zero-tolerance approach to racism
- Take active steps so that our leadership more reflects Liverpool's racial diversity, demonstrates accountability, and delivers visible, measurable action
- Foster belonging and honour Liverpool's history
- Counter misinformation and challenge racial misinformation in real time
- Ensure our organisation is racially literate and promotes racial-literacy across the city
- Ensure our recruitment and progression processes are fair and transparent
- Improve opportunities for racially diverse businesses and community organisations
- Provide services that are safe, inclusive and culturally competent

These are the priorities that, as part of our leadership role in the city, we will promote with members of the Liverpool Strategic Partnership. Together, as a partnership of the city's major anchor institutions and networks, we are developing an anti-racism strategy for the city that will set out our joint and individual commitments and how we will work collaboratively and across the city to tackle racism in Liverpool.

What the Council's action plan will deliver

The pillars in the Council's action plan translate our anti-racism ambitions and commitments into measurable change. They span leadership workforce, procurement, policy design, performance and service delivery. The pillars are:

1. **Foundation** - builds the safety and credibility needed for deeper work.
2. **Systems change** - creates the infrastructure for workforce and service transformation.
3. **Culture change** - enables authentic workforce inclusion, service quality, and community trust.
4. **Sustainability** - ensures transformation survives leadership changes and is embedded into the city's DNA.

Effective, targeted and inclusive communications will underpin the implementation of each stage to ensure we reach our workforce and communities, and consistently counter misinformation racist and hate messages.

Background

Liverpool is proud of being a welcoming city that celebrates its diverse communities. We want it to be a more inclusive and equal city and are continually striving to tackle inequalities, whilst promoting and celebrating the city's distinct identities and our many communities.

Liverpool has a long history of multiculturalism. It is home to Europe's oldest Chinese community, Britain's oldest black community, the first mosque to be built in the UK and one of the oldest Jewish communities in Britain. The city has welcomed successive waves of immigration through its port from Ireland, the Middle East and Mediterranean and more recently, from newer communities in Eastern and central Europe.

We recognise that racism is a significant challenge that continues to have profound impacts on our city and in our communities and that it is no longer enough for us to tackle inequalities, we must be actively anti-racist. As part of this, the Council is committed to becoming an anti-racist organisation and in our leadership role, we want to promote an anti-racist approach as widely as possible across all aspects of life in the city. This action plan is a critical step in that journey.

The findings and learning from the Liverpool Race Equality Task Force, chaired by Tracey Gore during 2020/21 at the request of the Council, has formed a vital part of the evidence base for this work. The Council is grateful for the significant efforts of the task force and the people they spoke to, and the considerable value of their work. The Council has recognised that the lack of response to that work, due to the challenges it was facing at that time, was not acceptable and we are committed to working hard to rebuild trust, continue to work in partnership and build on the foundations laid.

National and regional considerations

The Council's strategy and action plan sits within a wider framework of national and regional commitments.

At national level, it builds on our commitments to the Equality Act 2010 and the Public Sector Equality Duty. At regional level, it complements the Liverpool Strategic Partnership 'Liverpool 2040 - a framework for a better future' and its vision for Liverpool together towards 2040: where no one is left behind.

The national and global context during the development of this strategy and action plan remains challenging with anti-immigration rhetoric, community tensions, and riots in 2024 amplifying hostile narratives and creating a climate of fear for many diverse communities. We recognise that misinformation and polarisation is impacting on communities in Liverpool, including on those who have participated in the engagement process.

The Council has sought to challenge this narrative and misinformation through its work with our communities and through our myth busting, our Liverpool and other campaigns to promote community cohesion.

Development of Liverpool City Council's strategy and action plan

This approach has been shaped by extensive listening and engagement, with over 1,200 residents, 550 staff members and elected members contributing through surveys, fact-finding sessions and advisory groups.

We acknowledge the findings from this engagement. The evidence demonstrates that racism is harming both our employees and the Liverpool residents we should be serving.

This strategy and action plan represents our commitment to implement the solutions needed and that our communities and staff have asked for. Our staff have provided 294 individual suggestions demonstrating remarkable sophistication in understanding both problems and solutions. They are not asking for gradual change but urgent intervention to address the issues affecting our workforce and service delivery to our most vulnerable residents.

Alongside staff voices, residents who engaged in the city-wide consultation highlighted barriers in how they access services, named discriminatory behaviours, and questioned the Council's ability to hold itself accountable. Residents called for stronger safeguards, fairer processes, transparent data, and leadership that sets a zero-tolerance standard against racism.

Acknowledgements

Thanks goes to all residents, community members, elected members, partners, colleagues, teams, and networks who supported and participated in this comprehensive listening process. We particularly thank the members of the community advisory group and the Council's Race Equality Network for their leadership and advocacy, other staff networks for their intersectional perspectives, and the leadership of the Council for their strategic commitment to change. Residents, communities and staff shared their experiences with remarkable courage, through the survey or by attending a listening session. We acknowledge the emotional labour involved in participating in these conversations, particularly for people from racially diverse backgrounds who shared painful experiences to help create positive change. We also recognise the allies and advocates who used their platforms and voices to support this process and encourage participation across the board.

Methodology

The development of the Council's internal anti-racism action plan is grounded in the SMARTIE goals framework, ensuring every action is specific, measurable, achievable, relevant, time-bound, inclusive, and equitable. This approach guarantees that all commitments are clear, trackable, realistic within our resources, directly address identified priorities, deliver measurable benefits to residents and staff, and actively work to address disparities.

The action plan will be implemented through a set of core principles: rapid and effective immediate response; comprehensive transformation of systems and processes; meaningful community co-design and inclusion; transparent mechanisms for accountability and reporting; and the sustained embedding of cultural change across the organisation.

Language and terminology

The strategy and action plan recognises the complexity and evolving nature of racial and ethnic terminology, acknowledging that different individuals and communities may prefer different terms to describe their identities and experiences.

The term "racially diverse" is primarily used throughout this report, a term agreed with our Race Equality Staff Network, and will be used throughout our communications moving forward. We recognise that staff may identify using various terms including "people of colour," "global majority," "ethnic minority" or specific ethnic and cultural identities.

The Council's definition of being anti-racist includes tackling Antisemitism, anti-Gypsy Roma sentiment, Islamophobia and Sinophobia.

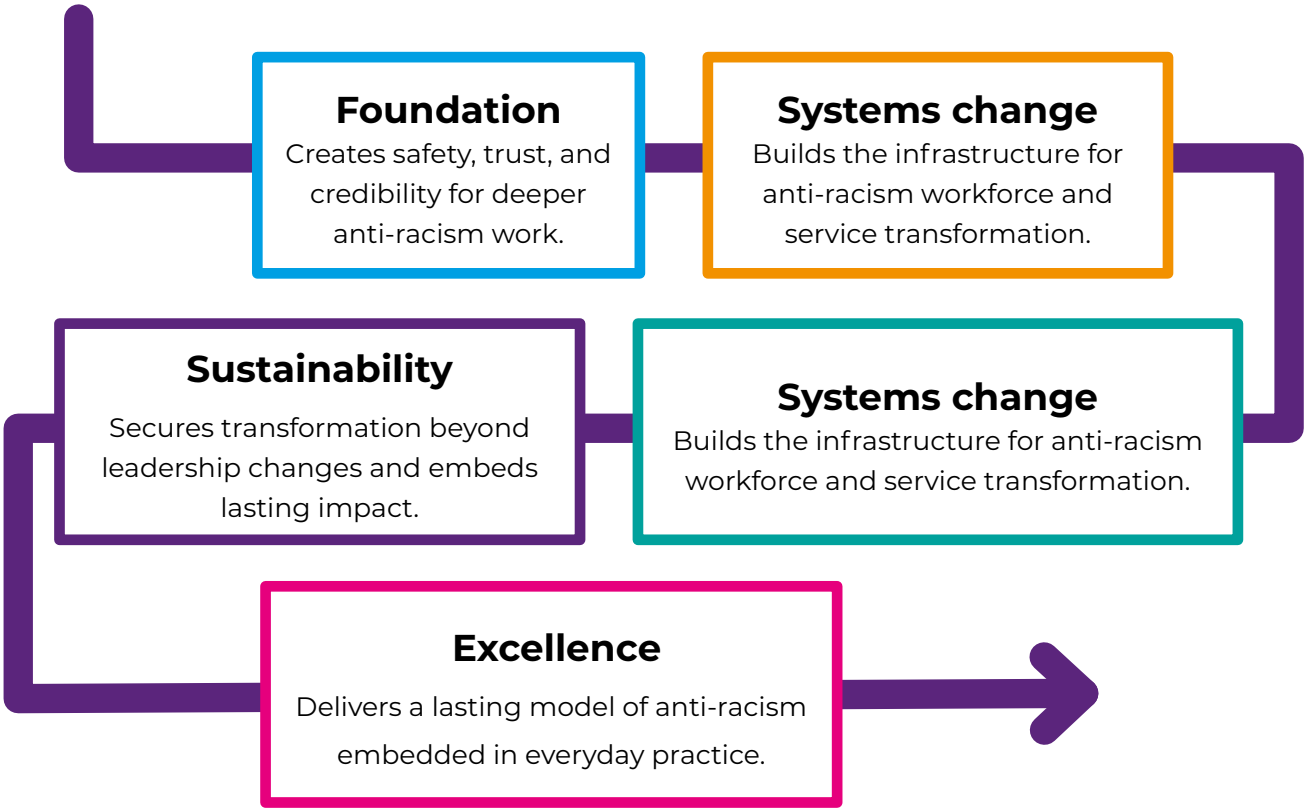
Where possible, this report disaggregates experiences and avoids homogenising the distinct challenges faced by different ethnic groups, while recognising that shared experiences of racism and discrimination create common ground across communities.

The language choices reflect our commitment to respectful, evolving practice, whilst maintaining accessibility and understanding across diverse audiences, and is also intended to reduce confusion and give confidence about terminology to wider staff members in organisation.

A theory of change

A theory of change is a planning tool that maps out how change happens, connecting our activities and resources to the ultimate impact we seek to achieve. It demonstrates why we believe our staff-designed solutions will work, what assumptions underpin our approach, and how we will measure success at each stage.

The Journey Logic



- Foundation creates safety and credibility for deeper anti-racism work
- Systems change provides infrastructure for workforce and service transformation
- Culture change enables authentic staff inclusion, service delivery and community engagement
- Sustainability ensures transformation survives leadership changes
- **Year 1:** Immediate measures working, communities engaged, systems being redesigned, culture shifting
- **Year 2:** Community trust rebuilding, service delivery improvements, authentic inclusion, visible representation
- **Year 3 and beyond:** Sustained anti-racism transformation

Action plan overview

Based on community and staff insights and the theory of change logic, the action plan is structured across five interconnected pillars, each building strategically on the previous pillar to create comprehensive and lasting transformation.

1

Pillar 1:

Anti-Racism Foundation and Immediate Response create the safety and credibility necessary for deeper systemic work.

2

Pillar 2:

Embedding Anti-Racism into Systems and Service provides the infrastructure that enables authentic cultural transformation.

3

Pillar 3:

Transforming our Culture creates the foundation for genuine community engagement built on trust rather than tokenism.

4

Pillar 4:

Community Engagement supports the permanent constitutional embedding that protects transformation beyond individual leadership tenure.

5

Pillar 5:

Sustaining Anti-Racism and Accountability ensures transformation survives leadership changes and becomes embedded as business-as-usual practice.

This sequential approach recognises that sustainable anti-racism transformation cannot happen overnight but requires systematic change across every aspect of organisational functioning. Each pillar has been designed with specific timelines, measurable outcomes, and clear accountability mechanisms to ensure progress is both visible and verifiable.

Effective, targeted and inclusive communications underpins the implementation of each stage of the Council's anti-racism strategy and action plan, ensuring we reach our workforce and also our wider communities, consistently countering misinformation racist and hate messages.

What success looks like

Based on staff and community feedback, our ambition is that over the coming years through our collaborative endeavour across all five pillars, we will achieve the following transformational outcomes:

Year 1:

Pillar 1 & 2 - Foundation and Systems

Immediate measures working effectively, systems and service redesigned to eliminate racial inequities, and organisational culture beginning to shift towards genuine inclusion.

Year 2:

Pillar 3 & 4 - Culture and Community

Community trust rebuilding through authentic engagement, visible representation transformation across all levels, and meaningful community involvement in decision-making.

Year 3:

Pillar 5 - Sustainability

Constitutional protection tested and proven, sustained transformation embedded as standard practice, and national recognition as an exemplar for anti-racism excellence.

What We See and Feel: Liverpool City Council becomes the place where everyone is proud to work and be served by - a true reflection of Liverpool's rich diversity serving all communities with excellence and equity, where anti-racism is not an initiative but simply "how we do things here".

This phased approach ensures that each pillar's success builds the foundation for the next, creating a comprehensive transformation that touches every aspect of how the Council operates and serves its diverse communities.

How we will monitor progress

We have listened and understand the importance of actions rather than words and how we need to be transparent and open in delivering change and reporting progress. Change requires a long-term, sustained and resourced commitment.

Internal monitoring and governance process are being established to ensure organisational grip and deliverability of the action plan, and we are working with our Race Equality Staff Network, other staff groups, and our elected member steering group to develop our monitoring framework. This will be embedded within existing governance structures and will include regular reporting of progress, and escalation of risks and issues where required, to Council Management Team and the Culture Change Board.

Outside of the Council, we will formalise the anti-racism community advisory group which will be central to ensuring accountability, transparency and continued community voice and input as we move to implementation by providing external, independent support and challenge.

We also commit to reporting publicly on progress through an annual anti-racism progress report that will be published online and examined by the Council's Finance and Resources Scrutiny Committee. This will form part of the Council's wider commitment to report annually on its equality objectives.

This action plan is intended to be a live document. It will be regularly reviewed and updated as new issues or priorities arise.

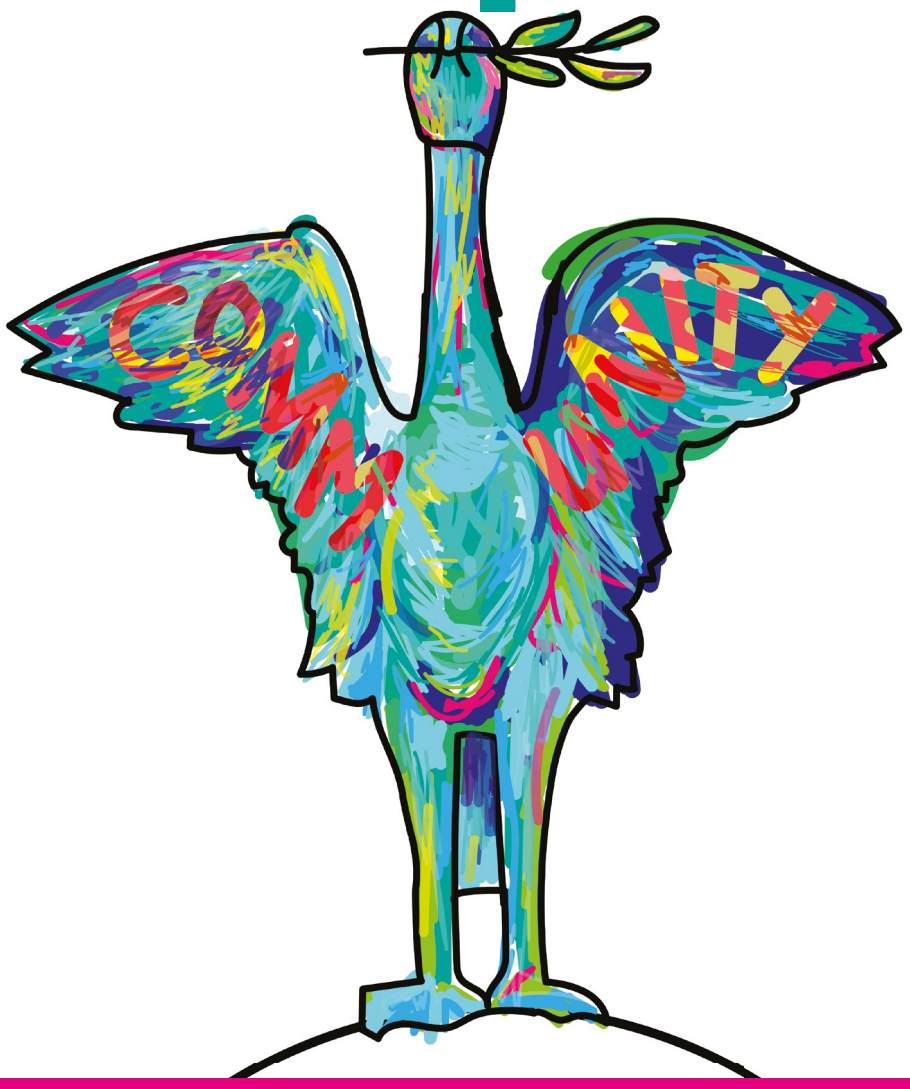

BETTER


Year 4's
Effort Scale


FIRE

Liverpool City Council

This is Liverpool



Together we are stronger

liverpool.gov.uk/antiracism

LIVERPOOL CITY COUNCIL ANTI-RACISM ACTION PLAN

Pillar 1 - Anti-Racism Foundation and Immediate Response

Outcome: The organisation demonstrates credibility and urgency in tackling racism, creating safety for staff and communities and laying the foundation for long-term systemic transformation.

Sub-Section	ID	Action	KPIs	Objective	Accountable	Responsible	Timescale
Organisational Response and Reflection	1.1	Communicate organisational commitment to tackling racism, clearly acknowledging what we heard and setting out our priority actions	• Track that staff can name at least two priority actions and feel actions are credible	Demonstrate leadership commitment, credibility, and initiate measurable trust restoration with staff and communities	Chief Executive	Director of Communications	Within 3 months
	1.2	Facilitate reflection sessions with Cabinet, CMT, and Race Equality Network within 12 weeks of report release to process findings, discuss commitments, and identify early wins	• Mandatory senior attendance • Directors submit one immediate and one medium-term action within two weeks of their session	Move leadership from acknowledgment to active restoration, embedding personal accountability and early wins	Chief Executive	Anti-Racism Lead	Within 3 months
	1.3	Establish Anti-Racism Action Group, co-chaired by the Chief Executive and a Race Staff Network representative	• Terms of reference published • Quarterly progress updates shared with all staff and Race Staff Network • At least 40% membership from racially diverse staff	Embed community and racially diverse voices into governance, ensuring sustained oversight of commitments	Chief Executive	Anti-Racism Lead	Within 3 months
Anti-Racism Leadership	1.4	Anti-racism lead post to be created as a permanent position supported by clear lines of accountability through to Council Management Team	• Recruitment and embedding of post with clear mandate by Month 6	Provide visible senior leadership across the organisation, ensuring internal change and external commitments are strategically aligned, resourced, and sustained.	Chief Operating Officer	Director Strategy, Performance and Partnerships	Within 3 months
Organisation-Wide Racism Zero Tolerance	1.5	Co-design and implement a zero-tolerance policy, covering workplace and service-user racism, with clear reporting, escalation, and consequences	• Policy implemented across all directorates, recognising that in some areas, such as where there are safeguarding issues, this may take more time to implement • Managers trained • Measurement and reporting of substantiated incidents • Staff report increased confidence in reporting racism	Protects staff and service users most likely to experience racism, ensuring swift response and support	Chief Operating Officer	Director People and OD	Within 6 months
Secure Resourcing and Finance	1.6	Consider ring-fence anti-racism funding within the next budget cycle, linked to 3-year settlement and agreed transformation outcomes and annual cost–benefit reporting	• Budget allocation agreed and published by start of next financial year • Annual public spend report showing % of budget delivered to initiatives impacting racially diverse groups	Guarantee sustained funding for interventions addressing systemic inequities	Corporate Director of Finance and Resources	Directors of Finance	Within 12 months
Immediate Departmental Interventions	1.7	Develop tailored immediate response plans for the four highest-priority directorates, addressing their specific consultation findings and racism rates	• All plans completed within deadline • First quarterly review shows at least 50% of urgent actions underway	Target departments with highest disparities to accelerate improvements where harm is greatest	Corporate Directors	Directorate Management Teams with support from Anti-Racism Lead	Within 6 months

Sub-Section	ID	Action	KPIs	Objective	Accountable	Responsible	Timescale
	1.8	Identify directorate race equality leads (Head of Service Level and above) and frontline EDI champions to monitor and support delivery of directorate-specific actions and ensure ongoing embedding of anti-racism into organisational practice	• Leads appointed across directorates by Month 3 • Quarterly updates submitted to Race Action Group • Staff in directorates report improved visibility and accountability by Year 1 staff survey	To ensure clear accountability and sustained anti-racism delivery within each directorate through dedicated leadership and oversight	Chief Operating Officer	Directorate Management Teams with support from Anti-Racism Lead	Within 3 months
Leadership Accountability Framework	1.9	Refresh competency framework for Corporate Directors and Directors, with measurable anti-racism targets tailored to their departmental feedback and needs	• All Corporate Directors and Directors sign accountability agreements • Annual performance reviews include progress against anti-racism targets • Recognition for achievement and tailored support for shortfalls	Ensure senior leadership responsibility for reducing disparities and building equity across services and workforce	Chief Operating Officer	Director People & Organisational Culture	Within 12 months
Race Equality Network (REN) Empowerment	1.10	Discuss and develop an empowerment framework with REN to consider, for example, more authority, a dedicated budget, an embedded role in service and policy co-design and recruitment and alignment to other networks and trade unions	• Scope approved by Month 9 • Dedicated budget allocated by Month 12 • REN consulted on relevant processes and policies by Month 15 • Grow and strengthen influence and power of network	Strengthen REN to drive systemic change	Chief Operating Officer	Head of Corporate Equality, REN facilitators	Within 12 months

Pillar 2 - Embedding Anti-Racism into Systems and Service Delivery

Outcome: Policies, processes, and service design actively dismantle systemic racism and deliver equity for staff and communities.

Sub-Section	ID	Action	KPIs	Objective	Accountable	Responsible	Timescales
Policies and Processes	2.1	Complete mapping of all existing race equity initiatives then launch a consolidation programme under unified governance	• Portfolio mapping completed • Governance structure operational • Staff in pulse survey report improved clarity about race equity initiatives	Deliver a single, coordinated race equity programme with clear governance, reducing duplication and ensuring consistent delivery across all directorates	Chief Operating Officer	Anti-Racism Lead	Within 12 months
	2.2	Design and implement a maturity framework aligned to the five action plan pillars, with actions incorporated within directorate action plans	• 100% of directorates engaged • All improvement plans completed Racial harm prevention strategies operational • Staff in priority directorates report visible progress	Embed a consistent anti-racism standard while enabling directorates to address unique risks and gaps	Chief Operating Officer	Anti-Racism Lead	Within 12 months
	2.3	Review and integrate recommendations from external consultants on Council's policies, ensuring changes are embedded in all relevant policies and procedures	• Review completed and integration plan • Recommendations implemented by Month 9 • Staff surveyed agree policies are clearer/fairer after integration	Use independent expertise to address blind spots and reduce systemic bias in policy making	Chief Operating Officer	Head of Corporate Equality	Within 6 months
	2.4	Implement strengthened mandatory anti-racism considerations within Council's equality impact assessment (EIA) framework, with community engagement where appropriate	• New and updated policies include a completed assessment with documented community contributions where appropriate • New services complete EIA, with mitigation plans for any identified risks • EIAs include documented community feedback where required	Ensure no new or changed policy or service perpetuates racism by embedding anti-racism within EIAs and that integrate lived experience from affected communities	Director of Law & Governance	Head of Corporate Equality	Within 6 months
Service Design and Delivery	2.5	Co-design culturally capable customer experience service standards as part of the Council's customer promise with racially diverse community stakeholders and publish them; embed standards in service performance reviews	• Standards published by Month 6 linked to customer promise. • Customer satisfaction following service delivery across all ethnic groups monitored. • Improvement in customer satisfaction for racially diverse communities (target to agreed).	Ensure all services meet agreed cultural capability customer service standards, co-designed with communities, so delivery is equitable and inclusive for Liverpool's diverse residents	Chief Operating Officer	Director of Customer	Within 12 months
	2.6	Assess and implement multi-faith service provision and comprehensive language access standards across all relevant service	• Multi-faith provision operational in applicable services • Language access standards met in 100% of services, with translation/interpretation built into service pathways from first contact. • Prayer spaces and cultural accommodations available in public-facing service facilities	Ensure all residents can access services that respect and accommodate their cultural and language needs	Chief Operating Officer	Director of Property with service areas leads Director of Customer	Within 12 months
Data Management and Governance	2.7	Conduct organisation-wide data audit to identify gaps, standardise collection, and set priorities	• Audit completed by Month 6 • Action plan for addressing gaps and standardising approved by Month 8 • Priority data systems operational by Month 12 • Business plans reference race/ethnicity data	Establish accurate understanding of inequities to drive targeted interventions	Chief Operating Officer	Director Strategy, Performance and Partnerships	Within 12 months
	2.8	Technology Board to track improvements to close race/ethnicity data gaps identified and review progress of priorities identified in data audit	• Regular data reviews • Good quality equality data cited in key organisational decisions • REN members report confidence that data is driving decision-making	Ensure race/ethnicity data actively drives resource allocation and service design	Chief Operating Officer	Director Strategy, Performance and Partnerships	Within 12 months
	2.9	Review internal speak out process and ensure there is an anonymous incident reporting system for racism with external oversight and line-manager bypass options	• External oversight provider to be considered, and system designed • System reviewed, operational and promoted • 24-hour acknowledgement of reports • Staff report confidence in reporting safety	Provide safe, trusted, independent mechanisms for reporting racism with impartial review	Chief Operating Officer	Director People and OC Director Audit	Within 6 months

Sub-Section	ID	Action	KPIs	Objective	Accountable	Responsible	Timescales
			• Staff using system report satisfaction with process fairness				
	2.10	Work with partners and local communities to complete a global majority health needs assessment	• Health needs is produced, published online and communicated to key stakeholders • Recommendations are taken forward	Understand and address information and data gaps for our racially diverse communities. Respond to residents' feedback on health inequalities	Corporate Director of Adult Social Care & Health	Director of Public Health	Year 2
Incidence Reporting	2.11	Establish clear corporate approach and protocols for immediate psychological and practical support for staff experiencing racism	• Review that considers best practice case studies • Protocols operational by Month 9 • Staff offered immediate specialist support • Satisfaction in post-support surveys • Staff report reduced distress after intervention	Address harm through survivor-centred responses beyond standard HR processes that is embedded into directorates	Chief Operating Officer	Director People and OC	Within 12 months
Recruitment and Attraction	2.12	Continue to review, develop and improve targeted access and attraction strategies to recruit diverse local talent from Liverpool's communities, in partnership with community organisations and educational institutions	• Additional partnerships in place by Month 12 • Campaigns active in more diverse communities by Month 14 • Increase in applications from racially diverse residents • Candidates from outreach programmes report fair, supportive recruitment	Remove barriers in traditional recruitment and unlock local talent pipelines	Chief Operating Officer	Director People and OC	Within 12 months
	2.13	Racially diverse representation on recruitment and promotion panels; mandate annual bias training; formally recognise panel work	• Recruitment panels include racial diverse representation - targeting key roles initially • 100% of hiring managers and panel members complete bias training bi-annually • Developing a pool of potential interviewers from racially diverse backgrounds and then wider through other characteristics • Racially diverse panel members report their influence is respected	Eliminate bias in hiring while resourcing panel work fairly	Chief Operating Officer	Director People and OC	Within 6 months
	2.14	Strengthen management and leadership development opportunities for racially diverse staff through sponsorship programmes	• Improved career progression • Participants report improved confidence and visibility	Provide racially diverse staff with senior sponsorship to overcome systemic barriers to advancement.	Chief Operating Officer	Director People and OC	Within 12 months
	2.15	Strengthen management and leadership development through reciprocal mentoring programmes	• Improved understanding of lived experience and ways to improve race equity by leaders and managers	Provide targeted leadership development and improve cultural competency and ability to tackle racism	Chief Operating Officer	Director People and OC	Year 1 and 2
	2.16	Increase regularity, quality and level of EDI HR oversight, reporting and scrutiny of recruitment process	• Enhanced HR oversight operational by Month 14 • Systems in place to routinely get feedback from candidates through EDI lens • Increase in diverse candidates who report recruitment felt fair and transparent	Eliminate bias and exclusionary informal networks by embedding consistent, transparent recruitment processes.	Chief Operating Officer	Director People and OC	Within 12 months
Progression and Representation	2.17	Race Equality Network and other networks to be routinely consulted on recruitment policies and procedures	• Recruitment policies and procedures are discussed with networks before finalised	Network members support the development of inclusive recruitment policies and procedures	Chief Operating Officer	Director People and OC	Within 6 months
	2.18	Race Equality Network and other networks to be involved in senior leadership recruitment processes	• Network members are invited to be part of T1-3 recruitment panels	Network members support inclusive senior recruitment	Chief Operating Officer	Director People and OC	Within 6 months

Sub-Section	ID	Action	KPIs	Objective	Accountable	Responsible	Timescales
	2.19	Conduct and publish annual ethnicity pay gap review and response plan	• Review completed and published annually by Month 3 of the relevant financial year • Disparities analysed by grade, department, and role type • Action plans implemented within 3 months of review publication • Year-on-year reduction in ethnicity pay gap until parity achieved	Achieve pay equity across all ethnic groups through transparent monitoring and sustained, targeted intervention	Chief Operating Officer	Director People and OC	Within 3 months
	2.20	Diverse junior/mid-level staff to advise on recruitment and workforce development and review appropriate networks to do so	• Recommendations acted upon • Members report influence on decision-making	Empower diverse voices in governance and build future leadership pipelines.	Chief Executive	Director People and OC	Within 12 months

Pillar 3 – Transforming our Culture

Outcome: An organisational culture where anti-racism is embedded in values, behaviours, leadership, communications, wellbeing, and learning.

Sub-Section	ID	Action	KPIs	Objectives	Accountable	Responsible	Timescales
Organisational Values	3.1	Refresh organisational values to explicitly include anti-racism as a core principle, embedding it into all policies, practices, and staff development	• Updated values published by Month 12 • Policies and materials reflect updated values by Month 14 • Staff complete values orientation by Month 26 • Staff report values influence daily work decisions.	Make anti-racism a fundamental organisational value, central to identity, operations, and decision-making	Chief Operating Officer	Director People and OC	Within 12 months
Behaviours Framework	3.2	Ensure existing behaviours framework and staff code of conduct have anti-racism embedded, co-designed with staff and community input, defining expectations, examples, and accountability	• Framework published by Month 16 • Behaviour expectations embedded in recruitment, induction, and reviews by Month 15 • Escalation procedures operational for breaches by Month 12 • Staff demonstrate understanding in survey by Month 18	Translate anti-racist values into practical, measurable behaviours with clear accountability	Chief Operating Officer	Director People and OC	Year 2
Communications	3.3	Establish quarterly reporting framework to publish progress, challenges, and community feedback	• Four reports published annually, starting Quarter 4. • Feedback mechanisms operational by Month 9. • Community stakeholders aware of progress by Month 18	Build trust through transparent, regular accountability on anti-racism commitments	Chief Operating Officer	Anti-Racism Lead	Within 12 months
	3.4	Race Equality Network and the Anti-Racism Lead mandatory consultees for all race/ethnicity-impacting external communications	• Consultation procedures operational for relevant communications by Month 9. • Anti-racism lead review process by Month 9. • Community feedback indicates improved cultural competence in communications by Month 18	Ensure external communications are race literate and culturally capable through mandatory oversight and community voice, preventing harmful or exclusionary messaging	Chief Operating Officer	Director of Communications	Within 12 months
Crisis Response	3.5	Develop a community tensions response protocol, including communications, in collaboration with the EDI team and Race Equality Network, leveraging existing race equity expertise, to respond to internal and external race related issues	• Protocol developed by Month 12. • Communications team trained in race equity messaging by Month 15. • Protocol tested and refined through at least one simulated or real incident by Month 18	Ensure racist incidents receive immediate, informed, and authentic responses rooted in organisational race equity expertise, avoiding generic or harmful messaging	Corporate Director Neighbourhoods and Housing	Director of Safer City and Communities Director of Communication	Within 12 months
Wellbeing and Racial-Trauma Recovery	3.6	Establish a self-nominating racial-trauma recovery programme designed with expert providers	• Programme design completed by Month 12 • Accessible to staff by Month 15 • Satisfaction from programme users by Month 18 • Measurable improvement in wellbeing scores for affected staff by Month 18	Provide culturally competent support for psychological harm caused by racism	Chief Operating Officer	Director People and OC	Year 2
	3.7	Review and update wellbeing and mental health services for frontline staff through a race equity lens	• Review completed by Month 9 • Updated services operational by Month 12 • Wellbeing providers trained in cultural competence by Month 15 • Racially diverse staff report improved confidence in wellbeing services	Ensure wellbeing and safeguarding services meet the needs of racially diverse staff through trauma-informed, culturally competent provision	Chief Operating Officer	Director People and OC	Within 12 months
Middle Management Empowerment	3.8	Integrate and include measurable anti-racism KPIs into management performance frameworks and embed frameworks to maximum impact	• KPIs developed by Month 9 • Integrated into management objectives by Month 12 • Managers demonstrate progress in annual reviews by Month 18	Make anti-racism a core management responsibility with clear, measurable expectations rather than an optional commitment	Chief Operating Officer	Director People and OC	Within 12 months

Sub-Section	ID	Action	KPIs	Objectives	Accountable	Responsible	Timescales
	3.9	Specialist trauma-informed advice, training or toolkit available to all managers to support their handling of racist incidents	• Programme designed by Month 9 • Managers trained by Month 15 • Competency in scenario-based assessments by Month 18	Equip managers with skills to support staff affected by racism effectively	Chief Operating Officer	Director People and OC	Within 12 months
Comprehensive Anti-Racism Education and Development	3.10	Deliver the EMBRACE training and adapt model for Liverpool City Council, developing a mandatory multi-module programme that includes active bystander training, anti-racist leadership, and race literacy, with practical application requirements for all staff	• EMBRACE-adapted programme designed and piloted by Month 12 • Programme operational across all levels by Month 15 • Year 2 performance reviews show measurable improvement in leadership anti-racist behaviours • Staff completing modules report confidence in applying learning to practice	Build organisational capacity to actively challenge racism at all levels by embedding EMBRACE as the Council's core anti-racism development framework	Chief Operating Officer	Director People and OC	Within 12 months
	3.11	Introduce a mandatory cultural competence certification programme for frontline staff, with renewal every 2 years	• Certification programme operational • Frontline staff certified Community feedback surveys show increase in culturally responsive service satisfaction by Month 18	Ensure frontline staff deliver culturally responsive support across all services	Chief Operating Officer	Director People and OC	Year 2
	3.12	Embed mandatory anti-racism onboarding with competency checks before probation ends	• Programme operational by Month 9. • New staff complete competency assessment before passing probation by Month 12. • Knowledge transfer mechanisms integrated into onboarding to prevent expertise loss	Embed anti-racism skills and expectations from day one, ensuring sustainability of transformation as the organisation grows	Chief Operating Officer	Director People and OC	Within 12 months
	3.13	All new job descriptions and person specifications to include commitment to anti-racism. Longer term, create job-specific toolkits for all roles, updated annually with staff/community input.	• Toolkits developed for all role types by Month 12. • Integrated into role-specific training and performance frameworks by Month 15. • Annual updates completed with 80% staff satisfaction on toolkit usefulness	Ensure anti-racism learning is embedded into daily practice by providing job-specific, practical tools that move beyond generic training	Chief Operating Officer	Director People and OC	Within 12 months
"We Are Liverpool" Campaign	3.14	Launch the "We Are Liverpool" campaign, showcasing the stories, contributions, and experiences of racially diverse staff. The campaign will reframe narratives of belonging, Scouse identity, and civic pride by celebrating diverse contributions to Liverpool City Council and the wider city	• Campaign design completed by Month 9 with staff and community co-design • Campaign launched by Month 12 featuring at least 12 stories from racially diverse staff across roles and levels • All internal comms reflect authentic diversity by Month 15 • Staff report feeling represented and valued in annual survey by Month 18 • Community respondents recognise campaign as improving sense of shared belonging	Reframe Scouse identity as inclusive and multi-heritage by visibly celebrating the contributions of racially diverse staff, strengthening belonging and civic pride inside the Council and across Liverpool	Director of Communications	Director of Communications	Within 6 months

Pillar 4 – Community Engagement

Outcome: Communities move from passive consultees to active decision-makers with authority, resources, and accountability structures. Trust is rebuilt through truth-telling, transparent communication, and shared ownership of anti-racism progress.

Sub-Section	ID	Action	KPIs	Rationale	Accountability	Responsible	Timescales
Community Engagement	4.1	Establish a Community Oversight Board, with an independent chair and community-defined membership to review, challenge, and direct progress of the action plan	• Community defines board composition and selection process by Month 9 • Board operational with independent chair by Month 12 • Review authority written into governance structure by Month 12 • Quarterly accountability sessions with Council leadership starting Month 15 • Board members report confidence in their influence by Month 18	Create genuine community authority, moving beyond consultation to give communities real power to hold the Council accountable Oversight will also be provided through the Council's internal governance and scrutiny arrangements	Chief Executive	Director Strategy, Performance and Partnerships (with Directors Communications and Safer City and Communities)	Within 3 months
	4.2	Explore co-design and pilot a restorative justice process with Liverpool's communities and partners in LCR, which is led by the community and acknowledges historical harms and co-creating healing measures	• Explore with partners • Co-design completed • Process launched • Healing and restoration measures implemented and participants report improved trust in Council	Address generational mistrust by openly acknowledging historical harms and enabling community-led healing and relationship repair Further through maturity of programme (Year 2 or 3)	Corporate Director Neighbourhoods and Housing	Director of Safer City and Communities	Year 2
	4.3	Launch regular listening sessions across the city and attended by Council senior leaders and documenting feedback and publishing "You Said, We Did" reports	• Listening sessions operational in all neighbourhoods by Month 9 • First "You Said, We Did" report published by Month 12 • Participants recognise service changes linked to their feedback by Month 18	Build community trust by demonstrating responsiveness and transparency, ensuring feedback leads to visible change Link to ward councillors and local arrangements	Chief Executive	Head of Corporate Equalities	Within 12 months
	4.4	Consider pilot of a community-controlled budget, with a community-led grant panel	• Decision on pilot approach and possible work with partners • Budget allocated for pilot • Community grant panel established Funding decisions made by community representatives • Evaluate pilot and agree next steps	Transfer financial decision making to communities so they can design and fund their own solutions	Corporate Director of Finance and Resources Corporate Director Neighbourhoods and Housing	Director of Safer City and Communities	Within 12 months
	4.5	Establish transparent progress report across all services and communicated publicly, with clear response protocols and follow-up actions	• Feedback systems operational in services by Month 12 • Response protocols in place by Month 12 • Services publish annual "response to feedback" reports • Service users report confidence their feedback is acted on	Ensure two-way engagement where communities see their input lead to service improvements	Chief Operating Officer	Anti-Racism Lead	Within 12 months
City-Wide Anti-Racism Development	4.6	Create and share a collective LSP communications commitment to being actively anti-racist, celebrating diversity and tackling misinformation across all partner organisations	• Commitment statement approved by M6 • LSP partners publish aligned statements by M9 • Residents aware of the city-wide commitment by Y1	Build visible, shared accountability across Liverpool's key institutions by uniting partners under one anti-racism and diversity pledge	Chief Executive	Director of Communications & LSP Secretariat	Within 6 months

Sub-Section	ID	Action	KPIs	Rationale	Accountability	Responsible	Timescales
	4.7	Work with the Liverpool Strategic Partnership (LSP) to develop and scale the “We Are Liverpool” campaign across anchor institutions, businesses, and communities	• City-wide launch event delivered by Month 12 • Partner organisations adopt and adapt the campaign by Month 18 • Staff and residents exposed to campaign messaging report improved sense of belonging	Extend impact beyond the Council by embedding diverse belonging narratives across Liverpool’s civic and community institutions	Chief Executive	Director of Communications	Within 6 months
	4.8	Celebrate racially diverse local people whose contributions will be celebrated annually through storytelling, events, and media	• Residents surveyed report increased awareness of contributions of racially diverse local residents by Month 18	Shift civic pride narratives by visibly celebrating the achievements and lived experiences of racially diverse Liverpudlians	Chief Operating Officer	Director of Communications	Within 12 months
	4.9	Investment in grassroots organisations to deliver racial trauma recovery programmes	• Funding framework established by Month 9 • First cohort of grassroots projects funded by Month 12 • Staff and community members access trauma recovery and leadership programmes • Participants report improved wellbeing, confidence, or leadership capability	Strengthen grassroots capacity to heal racial trauma and grow a new generation of race equity leaders rooted in community	Corporate Director Neighbourhoods and Housing	Director Public Health Director Communities and Safer City	Year 2
	4.10	Create a set of anti-racism principles with Liverpool’s youth voice groups and facilitate their links to the Community Oversight Board to lead youth engagement on race equity issues	• Map youth groups across the city and consider how to reach seldom heard voices • Agree how to facilitate youth voice into the Community Advisory Group by Month 6 • Joint projects delivered with the Community Oversight Board and LSP annually • Youth members report feeling empowered to influence city decisions by Year 2	Embed young people’s voices and leadership into Liverpool’s anti-racism journey, ensuring intergenerational change and tackling misinformation where it most effects youth	Corporate Director Children and Young People	Director Education	Within 12 months
	4.11	Evolve LSP to include racially diverse voices and community partnerships, strengthening strategic collaboration and reach	• Community partners engagement by M12; City-region collaboration framework signed off by M18. • Anti-racism as part of annual state of the city • LSP EDI Leads continue to meet on EDI issues and provide anti-racism strategy oversight	Strengthen Liverpool’s anti-racism strategy by embedding broader partnerships and scaling impact beyond the Council	Chief Executive	LSP Manager Head of Corporate Equality	Within 12 months

Pillar 5 – Sustaining Anti-Racism and Accountability

Outcome: Anti-racism becomes an embedded part of the Council's culture. We move from response mechanisms to anti-racism becomes a part of our organisational business as usual model. This is done through clear monitoring, constitutional embedding, investment and financial stability.

Sub-Section	ID	Action	KPIs	Objective	Accountable	Responsible	Timescales
Monitoring and Evaluation Framework	5.1	Embed a monitoring framework, including dashboards with community access and feedback mechanisms and progress tracking across all transformation areas	• Dashboard design completed by Month 9 • Dashboard operational and accessible to staff and community by Month 12 • Quarterly progress reporting across all pillars and KPIs from Month 12 • Intervention triggers when progress stalls • Annual progress report published starting Month 18 • Regular evidenced based information sharing with communities and staff	Track progress, identify issues early, and demonstrate impact to staff and communities through transparent, data-driven monitoring	Chief Operating Officer	Director Strategy, Performance and Partnerships	Within 12 months
Reporting	5.2	Publish an annual race equality progress report from Month 15, providing comprehensive updates on all action plan commitments and the Council's external work on the city-wide strategy. Published alongside the report will be an assessment by community representatives	• First report published by Month 15 • Community representatives comment as part of evaluation sections in reports • Reports accessible in multiple languages/formats by Month 15 • Community satisfaction with transparency by Month 18	Maintain public accountability through transparent reporting, genuine community voice, and independent validation rather than internal self-assessment	Chief Operating Officer	Director Strategy, Performance and Partnerships	Year 2
Constitutional and Legal Embedding	5.3	Constitutional review mandates anti-racism principles and enforcement mechanisms, including code of conducts, protocols and considers other areas such as procurement	• Reviews of member and officer code of conducts and member/officer protocol completed by Month 9. • Amendments approved and operational by Month 12. • As constitution is reviewed within 3-year programme, anti-racism principles embedded.	Secure transformation through legal embedding and cross-party commitment to ensure resilience against political or leadership changes	Director of Law & Governance	Deputy Director Law and Governance	Year 2
Financial Sustainability and Budget Integration	5.4	Integrate anti-racism activities into all departmental core budgets, moving away from temporary project funding	• Budget integration plan approved by Month 9 • Anti-racism activities included in 100% of departmental budgets by Month 15. • Funding sustained across multiple budget cycles by Month 18.	Ensure anti-racism becomes a permanent, non-discretionary business function through core budget integration	Corporate Director of Finance & Resources	Directors of Finance	Year 2
External Oversight	5.5	Consider nationally recognised external anti-racism accreditation	• Certification standards achieved by Month 36. • Annual certification renewal maintained with zero lapses. • Continuous improvement measures implemented following each review.	Provide credible, independent validation of anti-racism progress, ensuring ongoing accountability to external standards	Chief Operating Officer	Director Strategy, Performance and Partnerships	Year 3
Annual Internal Race Equality Conference	5.6	Establish an annual internal race equality conference, bringing together teams and leaders for learning, best practice sharing, and celebrating progress	• First conference delivered by Month 15 with participation from all departments and senior leadership. • Best practice sharing documented and scaled across departments by Month 18. • Staff satisfaction with conference in post-event surveys.	Maintain momentum, reinforce commitment, and create a shared learning culture that prevents transformation stagnation	Chief Operating Officer	Director of Communications	Year 2