

## **Annex A – 10 year strategies – a summary**

### **Introduction**

In 10 years the city will look very different. You can expect York Central to be thriving and occupied. York Castle Gateway will host cultural events and welcome visitors to explore the city from a different perspective. The National Railway Museum WunderLab will have introduced generations of children to consider how things work in a different way. We will be a global city in the heart of a carbon negative region.

In addition, the Government has published the Levelling Up White Paper and is currently taking the Regeneration and Levelling Up Bill through Parliament. The White Paper sets out 12 missions that describe levelling up targets for 2030 and shares an expectation that the devolution deal for York and North Yorkshire will progress, leading to the establishment of a Mayoral Combined Authority. Whilst health and care reforms set out how Integrated Care Systems and partnerships at place-level, will better support local areas plan and commission health and care services to improve the wellbeing of local residents.

To prepare for the Mayoral Combined Authority and support the integrated health and care partnership, it is important that York articulates its ambitions, understands the strengths the city can build on and is mindful of both challenges and opportunities.

By knowing what we want, we will be better placed to negotiate increased investment or commission better services in the longer term.

As a result, the council is developing a 10 year strategy comprised of interdependent strategies and informed by existing or emerging policies.

The council is working with the city to develop three interdependent 10 year strategies (Economy, Climate Change and Health and Wellbeing), with subsequent strategies informed by the priorities set by these 10 year strategies.

These 10 year strategies have not been developed in isolation but set against the national and local policy context.

The inside pages show how our strategic ambitions and priorities relate to each other and to the wider policy context. This map will be developed throughout resident, business and partner consultation.

Visit : [www.york.gov.uk/10yearstrategies](http://www.york.gov.uk/10yearstrategies) for more information

## **The 10 year strategies**

The council is following a sustainable approach to develop the city's ambitions for the decade ahead. The goal of sustainability is to, "*create and maintain conditions, under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic, and other requirements of present and future generations.*" or put simply - 'Enough, for all, forever' – a concept first developed by Charles Hopkins, *Enough, for All, Forever: The Quest for a More Sustainable Future*, Education Canada, 2009.

This means we need to consider the interdependencies between actions that might positively or negatively affect the environment, society, and the economy. To this end, the council is developing three strategies to inform city-wide direction over the next decade. These strategies cover health and wellbeing, economic growth and climate change – each strategy is equal to the other two. No strategy has primacy.

The Economic Strategy and the Climate Change Strategy have been drafted and are ready for final consultation. The Health and Wellbeing Strategy is being developed through the partnership of the Health and Wellbeing Board with the Health and Wellbeing Strategy priorities available for resident consultation.

We are now inviting residents and businesses to tell us what they think about the strategic priorities and if they support the strategies. To take part in the consultation visit: [www.york.gov.uk/big-conversation/10YearStrategies/5](http://www.york.gov.uk/big-conversation/10YearStrategies/5) Paper copies are also available in libraries (York Explore, Clifton Explore, Tang Hall Explore).

A city-wide engagement process has informed development of the draft 10 year strategies which has included an attitudinal survey, focus groups with communities with protected characteristics, and round table discussions.

The 10 year strategies will articulate the overarching ambition, objectives and, where appropriate, targets required to deliver these ambitions. The strategies set the direction for the city for the decade ahead and as a result, need to last the test of time.

## **Measurement and evaluation**

Throughout the decade ahead, we will review the strategies to understand the difference they have made, how they have contributed to our ambitions and whether we need to adapt or strengthen any areas to keep us on track.

In the meantime, the Government is establishing a statutory duty to publish an annual report analysing progress against the Levelling Up missions, together with a new Levelling Up Advisory Council. With several levelling up missions similar or aligning to the current set of Council Plan priorities there is likely to be cross over between the two. It is anticipated that reporting on the Levelling Up missions will sit separately to the current council reporting because the Council Plan (and council) addresses a broader set of priorities including climate, social care, operational management and outcomes for residents which are specific to the York population and environment.

### Strategic priorities

<b>Climate Change Strategy</b>	<b>Economic Strategy</b>	<b>Health and wellbeing Strategy</b>
Achieve net zero by 2030	A thriving greener economy driven by good business	A healthier fairer city
<ul style="list-style-type: none"> <li>• Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• York as a global city</li> </ul>	<ul style="list-style-type: none"> <li>• A health generating city</li> </ul>
<ul style="list-style-type: none"> <li>• Transport</li> </ul>	<ul style="list-style-type: none"> <li>• Thriving businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Make good health more equal across the city</li> </ul>
<ul style="list-style-type: none"> <li>• Waste</li> </ul>	<ul style="list-style-type: none"> <li>• Thriving workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Prevent now to avoid later</li> </ul>
<ul style="list-style-type: none"> <li>• Commercial and industrial</li> </ul>	<ul style="list-style-type: none"> <li>• A greener economy</li> </ul>	<ul style="list-style-type: none"> <li>• Start good health and wellbeing young</li> </ul>
<ul style="list-style-type: none"> <li>• Natural environment</li> </ul>	<ul style="list-style-type: none"> <li>• Driven by good business</li> </ul>	<ul style="list-style-type: none"> <li>• Work to make York a mentally healthy city</li> </ul>
<ul style="list-style-type: none"> <li>• Energy supply</li> </ul>		<ul style="list-style-type: none"> <li>• Build a collaborative health care system</li> </ul>
<ul style="list-style-type: none"> <li>• Governance</li> </ul>		

The council will work closely with partners to develop supporting strategies, policies and plans that describe the actions required to meet the ambitions set by these three strategies.

## Shared principles

To deliver our ambitions, we will be guided by five principles. You will see these applied throughout the delivery of the strategies, in the actions we take, the relationships we build and in how we openly share plans and data to help others:

1. We will **increase collaboration and cooperation** by working with partners to encourage changes in the way we live and behave. We will create partnerships among businesses, the public sector, civic organisations and our institutions in higher and further education to ensure that new, action-oriented knowledge is generated and effectively shared to the benefit of all.

2. We will continuously **adapt to change**, taking bold action by trialling new and emerging technologies. We will be pragmatic, focusing on reducing emissions within our immediate control and prioritising actions that deliver best value.

3. We will **build fair, healthy and sustainable communities** by promoting the positive social and economic benefits of climate action and by supporting individuals who need it the most..

4. We will **create new employment and investment opportunities**, strengthening the economy through our work with local suppliers to build local “green” skills in sectors such as retrofitting and the bio-economy. We will proactively seek alternative funding streams and attract additional investment, whilst being mindful of reduced budgets.

5. **Good governance and evidence based planning** will guide our actions ahead. Named individuals and organisations will take accountability for delivering actions. We will provide accurate information that allows us to review progress and adapt actions if required. We will regularly review and publish emissions data to track progress against our ambition, updating our action plan in response

**York's 10 year strategies and ambition**

**Climate Change Strategy**

Achieve net zero by 2030

**Economic Strategy**

A thriving greener economy driven by good business

**Health and wellbeing Strategy**

A healthier fairer city

**10 year strategies priorities**

**Engagement**

As a city, we need to be well informed and feel empowered to make decisions and take action that will have a positive impact on carbon emissions and our climate. This Strategy provides a framework for how we can all engage with the topic and each other to create positive change.

**Buildings**

The built environment represents the majority of York's emissions, contributing 61.9% of the total emissions for the city. Buildings are responsible for 580,000tCO2e a year and is a priority theme for this Strategy and our net zero ambition.

**Transport**

Emissions from transport represent 27.9% of York's emissions profile; a total of 261,000tCO2e a year. Of this, 88% of emissions come from car travel or public transport, with the remaining 12% from freight

**York as a global city**

How our economy relates to the world beyond the York boundary; import, export and trade; inward investment; attracting customers from elsewhere. This is about places outside of York, and includes international, but also much closer to home. We want to focus on York and North Yorkshire and the region, and what opportunities devolution might bring for businesses.

**A greener economy**

The challenge for businesses as they seek to reduce their carbon footprints, understand their environmental impact, reduce energy use and keep short and long term costs down. The role of the green economy.

**A thriving workforce**

Helping the people of York develop the skills and attributes needed in the 21<sup>st</sup> century economy. Work-life blend and getting the most from your employees. Health and wellbeing and the role of businesses as employers and providers. Strengthening links between education and business to help young people thrive. The potential of career changers and retraining to provide the workforce of the future.

**Become a health-generating city**

Our starting point is that strong and supportive communities are the best medicine, where we build on the strengths of our people, and give our citizens the best possible chance of staying healthy, especially through three key building blocks of health: good housing, jobs and education

**Make good health more equal across the city**

Recognising that people in the poorest areas of York die ten years earlier than those in the richest areas, and to address this we need to deliver our services scaled at a level proportionate to people's need, and thereby reduce health inequalities

**Prevent now to avoid harm later**

Acknowledging that two thirds of the gap in healthy life expectancy in York comes from preventable diseases, and therefore ensuring that prevention is in the job description of all health and care staff in the city to bring healthy lifestyles within reach of all our residents

<p><b>Waste</b> Waste management represents 2.7% of York’s total emissions. While this report only addresses the end treatment of waste, the consumption of purchased goods and their lifecycle should be considered when addressing waste. Under the waste hierarchy, after reconsidering production and consumption, we should only aim to recycle resources after they have been reused or repurposed.</p> <p><b>Commercial &amp; Industrial</b> Commercial and industrial process emissions represent a small proportion of York’s baseline inventory, with around 6% of emissions arising from industrial processes. York has a diverse and thriving economy. While there is little heavy industry, there is a long history of manufacturing, particularly in the food and drink sector.</p> <p><b>Natural Environment</b> York’s natural environment contributes 1.8% of the city’s overall emissions, with our agricultural areas on the front line of climate change being the first to feel its impacts. Livestock contribute 2.6% of the city’s emissions; however, land use practices in York absorb the equivalent of 0.8% of the city’s emissions, which reduces the sector’s overall figure to 1.8%.</p> <p><b>Energy Supply</b> Electricity is the preferred source of energy as it can be produced from sources that do not release any carbon</p>	<p><b>Thriving businesses</b> The help that is out there for businesses as they change and grow. The role of infrastructure in supporting the economy. Workspace in a post pandemic world – hybrid and flexible working and how businesses are adapting. Future proofing York’s economic space, from the city centre to our business estates.</p> <p><b>An economy driven by good business</b> The benefits of ethical business – York as the first Good Business Charter City – strengthening links between business and community – working together and the benefits of business networks and associations.</p> <p><b>York as a global city</b> How our economy relates to the world beyond the York boundary; import, export and trade; inward investment; attracting customers from elsewhere. This is about places outside of York, and includes international, but also much closer to home. We want to focus on York and North Yorkshire and the region, and what opportunities devolution might bring for businesses.</p>	<p><b>Start good health and wellbeing young</b> Giving special emphasis to the key formative early years of life as the best place our investment can go, creating from maternal/preconception health and beyond the conditions for our families, communities and young people to live healthy and flourishing lives</p> <p><b>Build a collaborative health and care system</b> There will be fewer dividing lines between organisations, creating a local culture of integration built by engaged and valued staff who listen to (and involve) our citizens, so that our care is compassionate, high quality, and financially and environmentally sustainable</p>
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emissions. The UK has a target to remove carbon-based sources of energy from the UK's energy grid by 2035<sup>[1]</sup>, removing carbon emissions from the country's energy supply

### **Governance**

The Governance framework will provide guidance and management of our strategic objectives. City of York Council will take a lead in developing the governance structure but will require support from across the city in tracking and monitoring progress towards our collective ambition

### **UN Sustainability Goals**

GOAL 7: Affordable and Clean Energy  
GOAL 11: Sustainable Cities and Communities  
GOAL 12: Responsible Consumption and Production  
GOAL 13: Climate Action  
GOAL 14: Life Below Water (not relevant)  
GOAL 15: Life on Land

GOAL 1: No Poverty  
GOAL 2: No Hunger  
GOAL 8: Decent Work and Economic Growth  
GOAL 9: Industry, Innovation and Infrastructure

GOAL 3: Good Health and Well-being  
GOAL 4: Quality Education  
GOAL 5: Gender Equality  
GOAL 10: Reduced Inequality  
GOAL 16: Peace and Justice Strong Institutions

<sup>[1]</sup> <https://www.gov.uk/government/news/plans-unveiled-to-decarbonise-uk-power-system-by-2035>

<b>Council Plan Priorities</b>		
Creating Homes and World-class Infrastructure , A Greener and Cleaner City, Getting Around Sustainably	Well-paid jobs and an Inclusive Economy	Good Health and Wellbeing, Safe Communities and Culture for All, A Better Start for Children and Young People
<b>Levelling Up Missions</b>		
	<p><b><i>Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging</i></b></p> <p>By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, and the gap between the top performing and other areas closing.</p> <p>By 2030, domestic public investment in R&amp;D outside the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p> <p><b><i>Spread opportunities and improve public services, especially in those places where they are weakest</i></b></p> <p>By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will</p>	<p><b><i>Spread opportunities and improve public services, especially in those places where they are weakest</i></b></p> <p>By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years</p> <p>By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p>



	<p>lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.</p> <p><b><i>Restore a sense of community, local pride and belonging, especially in those places where they have been lost</i></b></p> <p>By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>	
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