

format – folded A1 poster with 8 pages of text/images/illustration and inside page poster for display in city partners premises – highlighted text is design notes

[front page]

York 2032: The 10-year Plan

Setting priorities for the decade ahead, and beyond

2022-2032

York will be a vibrant, prosperous, welcoming and sustainable city, where everyone can share and take pride in its success.

A city fit for the future

York today (2022)

York is renowned for its heritage, culture and beauty. It is a unique and very special city.

Regularly topping the best place to live polls, York is a safe city home to around 200,000 residents and welcoming 8m visitors a year.

York's foundations are built on strong communities in distinct neighbourhoods nestled between protected open green spaces. York is a city of many deep layers on which stand the Minster, the city walls, our Viking heritage and our creativity in music, theatre and art.

We have successfully retained our character and size over the centuries. This is one of the great strengths of our city.

We are large enough to be ambitious and yet compact enough to foster strong relationships. In York everyone who lives, works or visits York can participate in the city and make a difference for our neighbours, our families and our friends.

York's economy has been a global leader in railways, chocolate and confectionary. We proudly drive the regional economy and make a nationally significant contribution to social change.

Our building blocks for success

York is a thriving, vibrant, forward-looking global city, one that welcomes communities from around the world, celebrates diversity, champions social justice, and strives to improve.

York is pioneering the future of 21st century industries in railtech, biotechnology, creative tech and the tech economies.

Collectively known as Higher York, our two world-leading universities and outstanding further education colleges drive economic innovation through their skills development, their research and the talent pipeline of their graduates.

Higher York opens up access to economic opportunity by working with schools and employers to identify and develop the skills, knowledge and behaviours needed to nurture a talented and dynamic workforce. The Higher York partnership engages with businesses large and small to collaborate in skills development, research, and innovation; starting, accelerating and scaling up new companies.

Our internationally renowned centres of excellence build on our history of being at the forefront of unique industries for centuries, such as stone masonry, arts and culture, tourism, events and chocolate and sugar confectionary.

York has made a nationally significant contribution to social change and will address the current issues of poverty that affect nearly a quarter of our population.

Our future

It is this bold spirit that led to our shared vision for the city: **York will be a vibrant, prosperous, welcoming and sustainable city, where everyone can share and take pride in its success.**

Collectively, we know we can achieve so much for our city. The city-wide response to the pandemic showed us what's possible, if together we support one another on shared priorities. Collectively, city partners have a huge regional and national reach, influence and incredible power to make things better for everyone in the city, so everyone can share in our success.

Together, we can proactively shape a better future for the city we are proud to call home.

York 2032

This is a vision for York for the decades ahead.

This is a starting point, not a fixed plan, which will continue to evolve as the city comes together to agree what we want the future of York to look like. It sets out how York will respond to challenges, influence strategy, policy and investment decisions and unite the council, institutions and communities through a shared direction and goals.

This Vision for York represents the next step on a journey that has been 2,000 years in the making. Together we support inclusive, sustainable targeted growth that enables inequalities in health, housing and income to be addressed, whilst celebrating our community strengths.

The vision underlines our commitment to make York a vibrant, prosperous, welcoming and sustainable city, where everyone can share and take pride in its success.

The 10-year plan has been co-produced by partner organisations in York to identify the priorities and inform the actions city partners, local communities, and wider city stakeholders will now take to make the vision a reality.

Together, we pledge to:

1. **Commit to the vision and shared priorities** – the vision and priorities are not owned by City of York Council or by any other partner. Instead, it focuses the energy, commitment, and efforts of all partners to prioritise those things that improve the city for the people who live, work and visit York.
2. **To operate with mutual respect, honesty and openness** to develop a deeper evidence-led understanding of each other's priorities, realities and opportunities, alongside the role of local democracy, to address the challenges we all face.
3. **Take evidence-led actions together** – be ambitious, optimistic and realistic about the change we can make, now and in the longer term.

4. **Work together, pool resources** where possible, increasing the sustainability and scalability of change by supporting and coordinating city resources through shared agendas and commons goals.
5. **Build momentum** to be able to react quickly, be dynamic in problem solving and communicate effectively to achieve our aims.
6. **Commit to priorities to attract future investment** to engage the mayor (subject to devolution being agreed in February 2023), health and care partners and investors, so when investment is available it is committed to those areas that are most important to York.

photo case study stories

Outbreak management

GBR HQ

Climate commission

York Alliance

Purple flag

Pride

Biotech

Industry partnering

Pivotal challenges that are key today to the future success of our city

York has a strong economy, with high employment, wages above average, productivity among the highest in the North, a great education system, the most skilled workforce in the North and a reputation as a great place to live.

However, around 20% of York households are in areas that are some of the most deprived in the UK. Pay, housing, secure employment, health and healthy living are widely diverse, depending where in the city you live.

Covid together with rapidly accelerating societal challenges, for example in 2022 rising energy costs and the rising cost of living, have contributed to more people experiencing living standards below those many people in York enjoy and expect.

Despite accelerating delivery of affordable housing, providing sufficient homes to meet demand remains a challenge.

Successes of the recent past Illustrative drawing showing the different changes to the city over the next 10-years with call -out boxes of benefits - will feature along the bottom of pgs as a fold out picture) with 2030/32 image of York in inside poster

2020	The first two cases of covid in the UK are in York	The Outbreak Management Advisory Board brings city partners together on a shared goal
2020	City partners work together on the response to covid and the risk of flooding.	
2021	LNER York Community Stadium opens	Community partners and health and leisure facilities, home to York City Knights and York Football Club
2021	Lowfield Green first residents move in	165 energy efficient homes inc.19 community build, 6 self-build, 40% affordable
2021	10-year City Centre vision adopted	A city centre everybody wants to be part of
2021	City partners work together on Local Government Reorganisation and the response to flooding.	
2022	The restored Guildhall opens	Providing modern business space with public access, conference and event space
2022	Inclusive Equal Rights 3.0 UK launches	New organisation launched to make York the first anti racist and inclusive city in the North of England.
2022	York Central work begins on site	2,500 homes and 1.2m sq ft commercial space creating 6,500 new jobs
2022	City partners work together to attract Great British Railways HQ, finalise the Devolution Deal, the response to flooding and the Purple Flag accreditation.	
2022	The York St John Creative Centre opens	Providing a public arts venue for the region's creative industries
2022	Launch of three new academic Schools at the University of York	School for Business and Society, Schools of Arts and Creative Technologies, School of Physics, Engineering and Technology.
2022	Institute of Safe Autonomy opens	Strengthening the innovation opportunities in the rail sector
2022	York Community Woodland	50,000 trees planted

2022	Global Biorenewables Development Centre opens	Open access R&D centre working at the interface between academia and industry to scale-up and commercialise bio-based products
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Opportunities delivered over the decade ahead : Illustrative drawing showing the different changes to the city over the next 10-years with call -out boxes of benefits - will feature along the bottom of pgs as a fold out picture) with 2030/32 image of York in inside poster

2023	The Local Plan is adopted	25% increase in housing over the next 15 years.
2023	Launch of York Poverty Truth Commission	People with direct experience of poverty work with decision makers, sharing their knowledge about what's truly needed to make change.
2023	Anti racist strategy, evidence base and recommendations published	
2023	Work starts on a city wide plan to reduce feelings of loneliness and boost community participation	Reduce the proportion of adults who report feeling lonely from 25% to 20% of York's population by 2032
2023	Launch of Institution of Health and Care improvement at York St John University	
2023	York Station Gateway work begins on site	Better access, new public space, pedestrian friendly, a more welcoming gateway to York
2023	Duncombe Barracks first residents move in	34 passiv homes 40% affordable, 1 commercial unit
2023	National Railway Museum opens new gallery – Wonderlab	Inspiring future generations to consider science, technology and engineering roles
2023	Largest archaeological excavation in York for 50 years	Creating opportunities for all York school children to transform our understanding of the beginnings of the city.
2023	York Trailblazers community engagement begins	To discover and celebrate local heritage stories about people who are important to communities
2024	Castle Gateway	New public space
2024	Homes at Burnholme are available for residents	83 passiv homes, 40% affordable
2024	York Community woodland	210,000 trees are planted
2024	Ordnance Lane opens for residents	85 passiv homes, 40% affordable, 8 commercial units, 2 community facilities
2024	Haxby station opens for passengers	Welcoming commuters and passengers
2024	Mayor elected	York and North Yorkshire devolution unlocks £540m funding over 30 years
2024	Local Transport Plan	Developed at a regional level in collaboration with the Mayoral Combined Authority
2024	York Poverty Truth Commission begins to share findings	The commission's feedback informs action to reduce poverty over the years ahead
2023	York Trailblazers sculpture trail launches	Discovering new interpretations to celebrate local heritage
2025	Investment into the Biorenewals Centre	Strengthening innovation and business growth in biotech

2025	National Railway Museum opens new building - Central Hall	Exploring the creation of railways
2025	York Central early public spaces open	Early occupation of York Central could mean a new civil service hub
2025	York station frontage and station upgrade completed	Improvements to the gateway to the city and the station reinforce York's central rail in the railways
2025	University of York's new student centre opens as a gateway to the campus	
2026	York St John University celebrate providing higher education in the city for 185 years	
2026	Coney Street Riverside opens for visitors	250,000 sq ft of mixed use retail, leisure and commercial and residential space with a riverside walk and public space
2027	Roman Quarter opens for visitors	Ground-breaking new museum bringing together the achievements of York as the innovator in urban archaeology and the opportunities in digital heritage and creativity

York 2032

York is a vibrant, prosperous, welcoming and sustainable city, where everyone shares and takes pride in its success.

2030	York launches the next City Vision	Co-designed with residents, community groups, businesses, partners and stakeholders.
2030	York delivers the Action Plan to become carbon neutral	
2032	Illustration based on the opportunities above to illustrate less cars, more active travel, happier healthier people living independent lives in comfortable energy efficient homes, with meaningful diverse work across range of sectors, enjoying rich cultural experience across city	

Developing the 10-year vision

The country is experiencing significant change. Emerging from the pandemic, responding to complex international issues, experiencing a cost of living crisis, impact of Brexit, adapting to ever increasing extreme weather events - we are facing issues that haven't been experienced for generations, if at all.

Nationally, just as the pandemic accelerated changes to our high street economies and hybrid working technologies, the cost of living and changing weather is accelerating adoption of energy saving measures and renewable technologies. Although locally we cannot pre-empt outcomes, we do know that over the decade ahead the way we live, work and co-exist together may change further.

We know that to consider how best to enhance our way of life, adapt to regional opportunities, learn and build on our response to the pandemic whilst mitigating the ongoing effects of Climate Change to achieve net zero carbon by 2030, we must work together.

Everyone in York has a part to play to achieve our ambitions - the people who live and work here, the people who visit and enjoy the city, the people who champion and stand up for our city.

To develop the 10-year vision, we drew on three different interrelated approaches:

1. **Understanding the policy context:** the national, regional and local policy environment was drawn together to better understand the challenges the city faces. Evidence about the impact of carbon emissions, the economy post covid and the health and wellbeing of residents helped set the broad priorities for the city.
2. **Gathering resident, business, partner and stakeholder insight and intelligence:** Over the last 18 months, we set out to understand what is important to residents, what changes they would like to see and ultimately what future they saw for the city.
3. **Building on our shared commitment to the city:** to build on a strong culture of commitment to the city and collective action already evident in city partners approach to Covid, York Health and Care Partnership, the response to the cost of living crisis, preparing for devolution and other city-wide issues, city partners initially shaped the vision and plan prior to further citizen engagement to help inform the 10-year plan actions.

City partners represent key sectors across the city. They contributed a wide and diverse range of expertise covering tourism, rail, biotech, digital, health and care, community, higher education, research and innovation, local government, conservation and heritage, the voluntary sector and social research.

The 10-year vision – strategic framework

The 10-year vision is more than a plan, it's a strategic framework that sets out what's important to drive the city forward.

The York vision, **to be a vibrant, prosperous, welcoming and sustainable city, where everyone can share and take pride in its success**, focuses on three core areas at the centre of everything we do.

- Economic growth
- Health and wellbeing
- Climate change

These three areas capture the things that will make the biggest difference to improving York and address many of the big challenges we face whilst making the very most of the opportunities we have.

To help focus on the outcomes, we have brought together city partners to define our priorities to tackle the biggest challenges we face. By working together and focusing on these priorities we will draw on expertise, energy and ambition.

Our priorities are focused on our biggest challenges. The actions that we take will change over time as we find new ways to address these age-old problems.

The priorities overlap and interact, To take just one example, all our priority actions will have an impact on poverty – and the causes of poverty – in York.

The 10-year plan sets our shared vision for the city, priority areas and goals. There are four key actions for the years ahead. As these become embedded, new actions will be co-designed. The 10-year plan sets a constructive challenge to all of us to join ambition with real intention to drive our collective action.



The **POLICY FRAMEWORK** Policies set the context. Policies typically include SMART objectives and / or targets. The Council's Executive approve council policy and related budget, with city partner's own governance arrangements responding to their own strategies and policies. Council Policies are called Plans, for example the Local Plan, the Local Transport Plan, the Council Plan, etc.

ACTION PLANS: Action plans set out the city partner's actions to deliver the vision and goals in the 10 year Plan and related 10 year strategies. City Partners own actions plans will respond (in part) to the priorities.

10 Year Plan framework

Setting the vision: City strategic ambitions are co-developed in partnership. The strategic ambitions are set for 10 years with 5 year review points, delivered with partners on behalf of the city.

By their nature, they are aspirational, inspirational and encourage experimentation.

Establishing objectives: In 5-10 year cycles with a review point in each Administration

Delivering action: Action plans are informed by citizen engagement and are reviewed annually.

[inside spread] The 10-year plan (will use colours to indicate how there are three principle / core strategies with two as enablers – poster to include 2030/32 illustration of how the city will have changed)

City vision	York will be a vibrant, prosperous, welcoming and sustainable city, where everyone can share and take pride in its success				
Our priorities	Health and wellbeing	Education and skills	Economic growth	Transport	Sustainability
Our ambitions	All York residents (young, old and future residents) will enjoy happier, healthier, longer lives, proud of their city and living in homes that meet their needs, able to actively participate in their communities, with access to the right support at the right time.	All ages will have access to learning throughout their lives to equip them with the skills to succeed commercially and socially, locally and nationally.	York's economy will be vibrant and inclusive with businesses supported to grow and prosper and talent nurtured, retained and supported. Our economy will be developed to be well balanced with a mix of different sectors providing opportunities for young and old.	York's transport networks will be inclusive and sustainable, connecting neighbourhoods and communities.	York will be carbon neutral and contribute to the regional ambition to be carbon negative, with iconic green spaces to enjoy today and the environment protected for future generations to enjoy.
Targets	York's gap in healthy life expectancy between the richest and poorest communities will have significantly reduced.	York will be among the top 25% local economies for skill levels as measured by percentage of working age population who are qualified to NVQ Level 4 or higher, requiring the proportion with Level 4+ qualifications to remain above 50% There will be ladders of opportunity for people to move on from precarious, low-skilled and low-paid work.	York will be among the top 25% of local economies in the UK in terms of productivity, pay and skills York will be among the top 25% most productive local economies as measured by Gross Value Added per hour worked, requiring a 3.8% increase in productivity York will be among the top 25% local economies for pay levels, with more varied and diverse employment opportunities and SMEs supported to prosper.	York will have a transport plan which enables and promotes modal shift to sustainable transport. It supports the Climate Change, Public Health and Economic Development strategies, and mitigates the transport consequences of the growth of the city. It will support the equality, health and wellbeing of York's current and future residents, businesses and visitors and enables inclusive economic development whilst respecting the city's heritage. Through the Plan, York will seek to minimise any negative environmental impacts of transport. A key part of the strategy will be supporting measures which reduce the need to travel, as well as those promoting modal shift.	York will be among the first cities in the UK, and lead the region, to be carbon net zero, with carbon emissions reduced every year.
Action Plans	Health and Wellbeing Action Plan delivered with the Health and Wellbeing Board	Skills Strategy 2020-2030 delivered with the York Skills Board	Economic Growth Action Plan delivered with the Economic Partnership	Local transport plan 4	Climate Change Action Plan with York Climate Commission and Sustainability Leads Group
City partnership action	Embedding the cultural offer York's ambitious Culture Strategy ensures culture is inclusive, relevant and accessible to everybody in York, including children and young people. It supports residents' health and wellbeing throughout their lives, placing culture at the heart of placemaking, ensuring talent development and retention, and raising York's profile nationally and internationally: as both a city renowned for its heritage and for its cutting-edge, contemporary approach to creativity.	Access to a lifetime of skills and learning From early years and throughout all life stages, York key anchor institutions and higher education providers offer residents the opportunity to learn the skills to weather economic shocks such as a global pandemic, as well as to thrive and support future sustainable growth and green jobs.	Exploring the tourism offer Drawing on evidence from Group NAO research and recommendations from across the city to co-design a sustainable Tourism Strategy and action plan that builds resident and visitor pride in York's unique attributes. Embedding the cultural offer York's ambitious Culture Strategy ensures culture is inclusive, relevant and accessible to everybody in York, including children and young people. It supports residents' health and wellbeing throughout their lives, placing culture at the heart of placemaking, ensuring talent development and retention, and raising York's profile nationally and internationally: as both a city renowned for its heritage and for its cutting-edge, contemporary approach to creativity.	Action (s) will be developed with city partners once the Local Transport Strategy has been published.	Sustainability drives what we do
Housing: Take a city-wide perspective with key institutions, developers and registered providers confirming commitments, aligning action and co-ordinating opportunities leading to co-designed larger scale action aiming to alleviate pressure on York's housing stock by understanding where and how to make best use of available and future assets, including the Housing Delivery Programme and those identified in the Local Plan, (because the sum is greater than its parts).					
Reducing poverty: We will harness the capacity and capability in the city to tackle the causes of poverty. Recognising poverty and deprivation have direct impacts on health inequalities and economic opportunities, actions will focus on food, fuel, housing, financial inclusion and the resilience of the community sector.					

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Related strategies

- Climate Change Strategy 2022-2032
- Economic Strategy 2022-2032
- Health and Wellbeing Strategy 2022-2032
- Local Transport Strategy 2022-2032
- Financial Inclusion Strategy
- Skills Strategy 2020-2030
- Cultural Strategy 2020-2025

Boiler plate and partner logos