

**Corporate Services, Climate Change and
Scrutiny Management Committee**

13 May 2024

Report of the Assistant Director Policy and Strategy
Leader, Executive Member for Policy, Strategy, Partnerships

The Ten-Year Strategies: a stock take

Summary

1. In December 2022 the council adopted the 10-Year Strategy and Policy Framework which is comprised of three interdependent 10-year strategies, together with a 10-Year City Plan co-designed by city partners.
2. The 10-year strategies were informed by existing or emerging national and local policies and set the foundation for the council's Strategy and Policy Framework for the decade ahead.
3. In tandem, city partners worked with the council to develop a 10-Year Plan that drew on the ambition set by the 10-Year Strategies to agree York 2032 - a vision and shared priorities for the city.
4. This report provides an update about how the 10-Year Strategies underpin the ambitions of the council, relate to the Council Plan and informs our priorities as we work with partners to deliver for the city.

Background

5. The development of the 10-Year Strategies was informed by extensive consultation with residents, stakeholders, businesses and partners (both locally and regionally), and collating and analysing supporting technical evidence. The 10-Year Plan was built on this evidence base and developed through co-design workshops with city partners. The Strategy and Policy Framework sought to demonstrate how these strategies inform future strategy and policy development.

6. The 10-Year Strategies were approved by Executive in November 2022 (Climate Change and following approval at the Economic Partnership, Economy) and Executive in December 2022 (Joint Health and Wellbeing) following approval from the Joint Health and Wellbeing Board.
7. In December 2022, the 10-Year Plan (known as York 2032), 10-Year Strategies covering economy, health and climate, and Strategy and Policy Framework were all adopted by Full Council on behalf of the city.
8. The Constitution (Appendix 1) sets out the policy framework and notes that the 10 Year City Plan, Climate Strategy and Joint Health and Wellbeing Strategy each are required to be presented to Full Council for adoption. Due to their interdependency with the economy, the Economic Strategy was presented to Council at the same time.
9. Known as York 2032 (www.york2032.co.uk) , the 10-Year Plan's foundations are the ambitions and goals set out in the three 10-Year strategies:
 - ¹Climate Change Strategy 2022-2032
 - ²Joint Health and Wellbeing Strategy 2022-2032
 - ³Economic Strategy 2022-2032
10. These three 10-Year Strategies are based on a sustainable development approach as collectively recognise and reflect the interdependencies between the environment (climate), health and wellbeing and the economy. They are by the city for the city, with the council, city partners, businesses and stakeholders across the city all contributing to their successful delivery.
11. Other city-wide strategies which have been developed through partnership -

and either informed the ambitions set in these three strategies and the vision and priorities set by the 10-Year Plan:
 - ⁴Skills Strategy 2020-2030 – developed by the Skills Board

¹ [York Climate Change Strategy 2022-2032](#)

² [York Joint Health & Wellbeing Strategy](#)

³ [York Economic Strategy 2022-2032](#)

⁴ [York Ten Year Skills Strategy](#)

- ⁵Cultural Strategy 2020-2025 – developed by Make It York in consultation with the cultural sector

or reflect the 10-Year Plan (York 2032) and 10-Year Strategies adopted by Council in December 2022:

- ⁶Tourism Strategy: A vision for York 2032– developed by the Tourist Advisory Board and adopted by Council in March 2024
- The emerging Local Transport Strategy aims to reduce traffic emissions by 71%, a target set by the Climate Change Strategy

The Council Plan

12. The 10-Year Strategies form the basis of all council strategy and policy development through the council's adherence to the Strategy and Policy Framework (see **Annex A**).
13. The Council Plan 2023-2027 vision and priorities map to the York 2032 vision and priorities, with the Council Plan aiming to establish the conditions that would enable successful delivery of the ambition set in York 2032.
14. The council plan by its nature covers a four-year administrative term, and so takes a staged approach to deliver the ambitions set in York 2032. There will be two more council plans before 2032 covering 2027-2031, and 2031–2035. The below sets out how the current Council Plan maps to York 2032.

⁵ makeityork.com/wp-content/uploads/2020/12/Yorks-Creative-Future-York-Culture-Strategy-2020-2025.pdf

⁶ [Annex A York Tourism Strategy.pdf](#)

	York 2032 (2022-2032)	Council Plan 2023-2027
Vision	York will be a vibrant, prosperous, welcoming and sustainable city, where everyone can share and take pride in its success	Over the next four years, the council will establish the conditions that would make the city of York a healthier, fairer, more affordable, more sustainable and more accessible place, where everyone feels valued
Priorities	<p>Health and Wellbeing</p> <p>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 participant in their communities, with access to the right support at the right time.</p>	<p>Health and wellbeing</p> <p>A health generating city, for children and adults</p>
	<p>Education and Skills</p> <p>All ages will have access to learning throughout their lives to equip them with the skills to succeed commercially and socially, locally and nationally.</p>	<p>Education and skills</p> <p>High quality skills and learning for all</p>
	<p>Economic Growth</p> <p>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.</p>	<p>Economy and good employment</p> <p>A fair, thriving, green economy for all</p>
	<p>Transport</p> <p>York's transport networks will be inclusive and</p>	<p>Transport</p>

	sustainable, connecting neighbourhoods and communities. - To be updated following adoption of the Local Transport Strategy	Sustainable accessible transport for all
	<p>Sustainability</p> <p>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.</p>	<p>Sustainability</p> <p>Cutting carbon, enhancing the environment for our future</p>
	Housing was an action in the 10-Year Plan rather than priority	<p>Housing:</p> <p>Increasing the supply of affordable housing</p>
Targets	<p>Set by the 10-Year Strategies, with the Council Plan contributing towards these.</p> <p>The Council Plan has set four core commitments (outcomes) which respond to aspects of York 2032 together with helping establish the conditions that contributes to successfully delivery of the York 2032 vision and priorities.</p> <p>Strategic framework – York 2032</p>	

15. By introducing the four core commitments (EACH - Equalities, Affordability, Climate and Health) and understanding the impact of these in council decisions, there is a clear line of sight to York 2032. In addition, EACH helps identify areas to focus on to deliver the vision set out in York 2032.
16. The below demonstrates how the four core commitments contribute to delivery of the 10-Year Strategies and 10-Year Plan vision:

Equalities and Human Rights The York 2032 vision sets an ambition that everyone can share and take pride in the city's success. The Council Plan (2023-2027) vision takes a step towards this by setting an expectation that the council will establish the conditions of a fairer, more accessible place where everyone feels valued.

Affordability City partners described actions in the 10-Year Plan which focuses on affordable housing and reducing poverty. The 10-Year Strategies have objectives that focus on inclusive growth (economy), ensuring climate action doesn't impact those who can least afford it (climate change) or works at a system level to address the impact of deprivation (Joint Health and Wellbeing).

Climate Change One of the 10-Year strategies is Climate Change, and climate and environment is one of the four core commitments in the Council Plan. It is a key element in the decision reports allowing Executive to understand implications of proposed decisions on the climate and environment.

Health inequalities The Joint Health and Wellbeing Strategy takes an all age / life stages approach to health and wellbeing with a focus on reducing health inequalities. It is a key element in the decision reports allowing Executive to the health implications of proposed decisions on health and wellbeing.

Progress

17. Progress to deliver the ambitions set out in York 2032, informed by the 10-Year Strategies, is underway. Council actions are reported through the performance and management framework, and at relevant scrutiny committees. City partner actions are delivered outside of council governance.
18. The below lists notable highlights of council projects delivering the ambitions for each of the 10-Year strategies. These projects have

been selected to demonstrate the interdependent relationship between the three strategies:

19. Climate Change Strategy highlights:

Following adoption of the Climate Change Strategy 2022-2032, positive progress has been made towards the ambition for York to be a net zero carbon city, with area-wide emissions reducing by 12%. We have also strengthened our commitment to climate change adaptation, with an ambition for York to be Climate Ready by 2030.

- Almost £3m of funding has been secured from the Combined Authority's **Net Zero Fund**. Development projects, including the **Harewood Whin Green Energy Park**, are investigating the potential for 75MW of new renewable energy generation across the city, which could save an estimated 40,000tCO₂e/yr. Delivery projects are replacing street lighting and office lighting with high efficiency LEDs and replacing inefficient and expensive domestic heating solutions with low-carbon renewable systems.
- The **Retrofit One-Stop-Shop for York (ROSSY)** project launched with £4m of funding from Innovate UK. Project partners are developing the physical and digital tools to offer a comprehensive support service for all households in York looking to retrofit their homes. It will also be looking at innovative financing and training solutions while showcasing two demonstrator homes in the city.
- Progress is being made to enhance and protect our **Natural Environment**. York Community Woodland will open to the public in August, and the Green Streets project has planted an additional 1,500 trees across the city, in partnership with the White Rose Forest, and two new micro-woodlands will be created in York using Coronation Heritage Funding.
- Links across the city have been strengthened with the refresh of **York Climate Commission**. Over 100 individuals representing a broad cross-section of York's business, public and third sectors are represented in the 8 working groups delivering impact and supporting the city's climate change ambitions.

20. Joint Health and Wellbeing Strategy highlights:

The Joint Local Health and Wellbeing Strategy 2022-2032 comprises six big ambitions and 10 big goals all focused towards achieving a vision that 'In 2032 York will be healthier, and that health will be fairer'.

The overarching goal to achieve this vision is to 'reduce the gap in healthy life expectancy between the richest and poorest communities in York' with the nine other goals of the strategy focused on specific areas that will enable this. Some of the key progress highlights reported are as follows:

- **Mental Health:** Following completion of the Community Mental Health Hub prototype phase, a report was produced detailing the learning. The Current focus is on preparing for the upscaling of York's Hub model. Additionally, key activity has been focussed upon developing the York Joint Delivery Board (YJDB), which now oversees the Hub concept and delivery. The Board involves service leads with staff or teams involved in provision of Hub services. Leads include York Council for Voluntary Services, York Mind, co-production lead, TEWV and CYC representation, and co-chairs of the York Mental Health Partnership.
- **Smoking:** A programme of work has commenced through the CYC Public Protection function which concentrates on illicit tobacco and enforcement of age-of-sale legislation. This includes the response to intel on illicit sale through raids on premises, and the use of test-purchasing. In addition, a responsible retailer scheme has commenced with vaping shops in York, aimed at reducing the sale of vapes to under 18 through responsible marketing, age checks and the promotion of vapes as quit devices, not as recreational devices aimed at young people.
- **Alcohol:** The Lower My Drinking was launched in August 2022, and has seen over 7000 York residents complete the online quiz, with over 100 downloading the associated app. A communications campaign around reducing drinking levels has also been implemented, led by CYC. A significant proportion (38%) of people completing the quiz are drinking at above low risk but not possibly dependent levels, and 10% at possible dependence levels, which is in line with the intended audience for the digital tool as a population-level intervention designed to reduce mean ethanol consumption in York, but also a tool that increases self-referrals into specialist treatment where relevant.
- **Healthy Weight:** we have continued to support adult residents to achieve a healthy weight through the York Weight Management pathway. Additionally, the HENRY programme continues to be

delivered to families from children's centres across York, with 5 programmes being delivered in 2023. The programme is aimed at parents and carers of those aged 0-5, with childcare provided at the weekly sessions to enable more families to access the programme. It delivers practical support around increasing self-esteem and emotional wellbeing, so children start school ready to learn, setting and achieving goals, active play ideas and getting active as a family, alongside guidance on diet, nutrition and oral health.

- **Reducing Health Inequalities:** Some of our communities in York experience radically poorer health outcomes than others. Sixty three percent of people with learning disabilities die before reaching the age of 65, compared to 15 percent in the general population, and in York you are four times more likely to die before the age of 75 if you have a severe mental illness. There is good evidence that health inequalities can arise through geographic variances in health between e.g. less and more deprived areas, through demographic variances in health e.g. across protected characteristics such as age, disability, gender, but can also affect specific groups within society who typically experience marginalisation – sometimes termed 'inclusion health' groups. Examples of these include people who are homeless or sleeping rough, those from an ethnic minority or a marginalised group, people living with substance misuse disorder, and migrants, refugees and asylum seekers.

The Director of Public Health and NHS Place Director for York have a delegated budget from the ICB Health Inequalities fund of around £270k per year to tackle health inequalities in our city. These monies have been allocated to schemes that focus on maternal and child nutrition; asthma friendly schools; York Brain Health Café; mental health related school absence, Ways to Wellbeing small grants programme, York Health Mela; GP outreach at the Women's Centre, wellbeing activities for asylum seekers and refugees; Raise York Family Hubs, Peasholme homeless clinics and the provision of Citizen Advice in GP surgeries.

For a more detailed look at the above please refer to the HWBB reports contained in the agendas for the September 2023, November 2023, January 2024 and March 2024 agendas available [here](#)

21. Economic Strategy highlights

Year 1 highlights from the Economic Strategy were reported to the Economy, Place, Access, and Transport Policy and Scrutiny Committee in November 2023⁷. Highlights were reported against each of the five key themes in the strategy document as follows:

- For the **‘York as a global city’** theme, CYC has a reinvigorated inward investment team with the appointment in 2023 of a Head of Inward Investment & Business Growth with the team adopting a new strategic approach to growing CYC priority sectors of Rail, Tech and Media Arts, Bio Economy and Business and Professional services. A new tourism strategy adopted by the Council on behalf of the city, the UNESCO City of Media Arts status has been reenergised and York’s key developments, such as York Central, are progressing well with partnerships being built to maximise the economic benefit to the City. A task and finish group has been formed by the York Economic Partnership to prioritise city actions against this theme for implementation in 2024/25
- For the **‘greener economy’** theme, CYC has invested in free decarbonisation support for businesses and in green skills with UK Shared Prosperity Fund (UKSPF) funding, a Green Business Forum has been launched and a report that delineates the green economy in York has been delivered. UKSPF is funding 75 decarbonisation plans for local businesses, aiming to save 375 tonnes CO₂e by the end of the current financial year. Six plans have already been completed, saving an estimated 86.32 tonnes of CO₂e.
- For the **‘thriving workforce’** theme, the Local Skills Improvement Plan (LSIP) has been agreed, free skill bootcamps and mental health & wellbeing support has been provided and a supported employment forum had been launched. Working with partners, the Council has also launched a Construction Skills Initiative pilot, funded via UKSPF.
- For the **‘thriving business’** theme, the Council has commissioned the delivery of a wide range of business support using UKSPF funding, including investment in free services to support start-ups, social enterprises, innovation and business growth. Officers in the Business Growth team are focusing on growth sector work to support the above sectors as well as the retail and hospitality industry , including through work with partners and delivery of a

⁷ <https://democracy.york.gov.uk/documents/s171444/Economic%20Strategy%20and%20Tourism%20Strategy%20Update.pdf>

range of business support events. A task and finish group has been formed by the York Economic Partnership to prioritise city actions against this theme for implementation in 2024/25.

- For the **‘an economy powered by good business’** theme, the Council has co-produced a marketing plan to increase sign-ups of the Good Business Charter (GBC), established a York Community Fund, is supporting the Voluntary, Community & Social Enterprise (VCSE) sector with UKSPF funding and committed to Inclusive Equal Rights UK. A task and finish group has been formed by the York Economic Partnership to prioritise city actions against this theme for implementation in 2024/25, and will include an event to raise awareness of the Good Business Charter in Summer 2024. The task and finish group is working alongside the Human Rights and Equalities Board to develop a shared agenda between both bodies.

Performance

22. 10 Year Scorecards have been produced for each strategy to understand how the 10-year strategies are making a difference to the city and delivering the vision set out in the 10-Year Plan (York 2032).
23. The scorecards bring together different metrics that demonstrate progress against the targets set in the 10-Year Plan and current Council Plan, providing a clear base line to measure positive or negative trends. Some of these metrics are only produced 2-3 years late meaning the data will always be slightly out of date.
24. A variety of indicators from the three individual 10-year strategies where part of a Council Plan, Partnership Board, or Scrutiny scorecards are already currently published on the Council’s Open Data platform.
25. The 10-year Health and Wellbeing Strategy Scorecard through 2023/24 has been discussed/published at the relevant committee and will be made available, quarterly, on the Council’s Open Data platform from June 2024.
26. Indicators to support the Economic and Climate Change 10-year strategies have been discussed throughout the year. Going forward they will be made available, quarterly, on the Council’s Open Data platform from June 2024.

27. The 10 Year Scorecards are in annex:

- B – Climate Change
- C – Joint Health and Wellbeing
- D – Economic

Governance

28. Each of the 10-Year strategies sets out the principles by which they will be delivered. Governance arrangements for each of the 10-Year strategies is appropriate to the partnerships and context in which they are delivered, and described below:

a. York Climate Commission

York Climate Commission is part of the national Place Based Climate Action Network and includes representation from over 100 individuals. The Commission is organised into 8 working groups that are delivering impact and supporting the city's climate change ambitions.

b. Sustainability Leads Group

The Sustainability Leads Group represents climate and sustainability leaders from city partner organisations. It is a forum for collaboration, co-ordination and sharing best practice. Activities have included alignment of reporting requirements and collaborative funding applications.

c. Climate Change Programme Board

The Climate Change Programme Board provides internal governance for the Council's Climate Change Programme. The Board consists of Directors, Assistant Directors and Heads of Service from a range of Council service areas, providing a holistic overview of activity, risk and opportunities. The Board provides recommendations to the Council's Corporate Management Team.

29. Health and Wellbeing

a. The York Health and Wellbeing Board

An action plan has been developed to deliver the Joint Local Health and Wellbeing Strategy and the York Health and Wellbeing Board receives updates on delivery against at least

one of the 10 goals in its strategy and its associated actions at each of its meetings. To date we have received progress updates on Goals 1-7 in the strategy. The action plan covers the first 12-18 months of the strategy's lifetime and will be reviewed sometime in 2025.

b. York Place Board

The York Health and Care Partnership (Place Board) has aligned its strategies and priorities to support the delivery of the Joint Local Health and Wellbeing Strategy. The partnership provides an update report at every Health and Wellbeing Board meeting. Additionally, there are a number of system teams that support the delivery of priorities, for example, the York Population Health Hub which works across partners to oversee population health management, public health intelligence and the Joint Strategic Needs Assessment. The Place Board are finalising an annual report that sets out its achievements in 2023/4 and this will be presented at the July 2024 meeting of the Health and Wellbeing Board.

30. Economy

a. Economic Partnership

The Economic Partnership⁸ meets twice a year, with the remit of overseeing delivery of the Economic Strategy. It has no budget or decision-making powers but acts as an advisory board to the Council. The partnership represents a broad spectrum of sectors and organisations and draws on the collective expertise of our city. It is chaired by the Executive Member for Economy and Transport. At their last meeting, the Economic Partnership agreed to establish four Task and Finish Groups to focus proactively on delivery of a small number of prioritised activities in 2024/25 in relation to Global City, Thriving Businesses, Good Business and Our City Centre.

b. Skills Board

The York Skills and Employment Board, which developed the York Skills Plan, meets quarterly to review progress on implementation. The Skills Board has a strong mix of employers, education and skills providers, business networks and public sector bodies, and seeks to promote the York Skills

⁸ <https://www.york2032.co.uk/working-together/partnerships#yep>

Plan to the Combined Authority and Local Skills Improvement Partnership.

- c. Sector specific groups, for example Tourism Advisory Board

York Tourism Advisory Board is a broad partnership of stakeholders in the visitor economy. It has an independent chair (currently from York St John University Business School), and includes accommodation providers, visitor attractions, bars and restaurants, the Business Improvement District, City of York Council, North Yorkshire Council, tourism agencies and Visit York. The TAB developed York's Tourism Strategy and is now developing an implementation plan. It will seek to influence the Local Visitor Economy Partnership and Combined Authority as they develop.

What next

- 31. The Strategy and Policy Framework (Annex A) sets out the timescales for when the 10-Year Strategies will be reviewed. They will be reviewed and refreshed at the 5-year point (in 2027), to confirm the ambition is still appropriate (given policy and context changes), consider progress to date and assessing the impact of external factors.
- 32. In the meantime, the 10-Year Plan will be updated to align with the below:
 - a. The emerging Local Transport Strategy will inform the "transport" priority in the 10-Year Plan.
 - b. The Council Plan 2023-2027 notes an action to refresh the 10-Year Plan with city partners by considering the impact of the four core commitments.
 - c. Exploring how to reduce poverty-based factors that lead to inequalities will inform the development of the 10-Year Poverty-Free Strategy (a council plan action), to discuss with partners and consider the impact on the 10-Year Plan.

Implications

- 33. **Financial** The 10-Year strategies sets out the ambition for the city, there is no additional funding to deliver these, however, they provide a framework to influence future bids.

- 34. **Human Resources (HR)** There are no HR implications of the 10-Year Strategies.
- 35. **Equalities** is a core commitment of the council, informing delivery of projects that contribute to the York 2032 vision.
- 36. **Legal** No implications.
- 37. **Crime and Disorder** No implications.
- 38. **Information Technology (IT)** No implications

Recommendations

- 39. The Committee are asked to note the information shared and to provide feedback to assist in shaping future development.

Reasons for the Recommendation

- 40. The Committee has responsibility for monitoring progress of relevant council priorities and advise on potential future priorities, together with advising Executive about the Strategy and Policy Framework and how it relates to council services.

Contact Details

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**Report
 Approved**

Date 01 May 2024

Specialist Implications Officer(s)

Peter Roderick, Director of Public Health
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 Kathryn Daly, Head of City Development
 Simon Brereton, Head of Economic Development

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

Constitution Appendix 1 Responsibility for Functions / Scheme of Delegation [Appendix 1 - Scheme of Delegation.pdf \(york.gov.uk\)](#) pg 7

Council approve 10-Year Plan (York 2032) and Strategy and Policy Framework [Agenda for Council on Thursday, 15 December 2022, 6.30 pm \(york.gov.uk\)](#) item 36

Council approve Health and Wellbeing Strategy 2022-2032 [Agenda for Council on Thursday, 15 December 2022, 6.30 pm \(york.gov.uk\)](#) item 36

Executive approve Economic Growth Strategy 2022-2032 and Climate Change Strategy 2022-2032 [Agenda for Executive on Tuesday, 22 November 2022, 5.30 pm \(york.gov.uk\)](#) item 46

CCCSM Scrutiny September 2023: Resident Consultation and Engagement [Agenda for Corporate Services, Climate Change and Scrutiny Management Committee on Monday, 25 September 2023, 5.30 pm \(york.gov.uk\)](#) item 5

Council approve the Council Plan 2023-2027 [Agenda for Council on Thursday, 21 September 2023, 6.30 pm \(york.gov.uk\)](#) item 6
[One city for all, 2023 to 2027 – City of York Council](#)

Council adopts Tourism Strategy [Agenda for Council on Thursday, 21 March 2024, 6.30 pm \(york.gov.uk\)](#) item 7

Economy, Place, Access, and Transport Policy and Scrutiny Committee report on Economic Strategy and Tourism Strategy, 28 November 2023

[Economic Partnership Information on York 2032 Webpage \(including link to Terms of Reference\)](#)

Annexes

- Annex A Strategy and Policy Framework
- Annex B Climate Change 10 Year Strategy Scorecard
- Annex C Joint Health and Wellbeing Strategy 10 Year Scorecard
- Annex D Economy Strategy 10 Year Scorecard