

Executive

22 November 2022

Report of the Chief Operating Officer
Leader and Portfolio Holder Policy, Strategy and Partnerships

10 Year Strategies

Summary

1. The country is experiencing significant change. Difficult international issues, emerging from the pandemic, the impact of Brexit, responding to the war in Ukraine, the rising cost of fuel and energy, adapting to ever increasing extreme weather events, we are facing issues not experienced for generations, if at all.
2. 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 in ways we cannot yet imagine.
3. Now, more than ever, we need to work together across the city to consider how best to enhance our way of life, adapting to regional opportunities, learning and building on our response to the pandemic whilst mitigating the ongoing effects of Climate Change to achieve net zero carbon by 2030.
4. Following an extensive 18 month programme of resident, business and stakeholder engagement, the council has developed three interdependent 10 year strategies which have been informed by existing or emerging national and local policies.
5. By following a sustainable development approach to set out the strategy for the decade ahead, the council drafted three interdependent 10 year strategies (Economy, Climate Change and Health and Wellbeing), with all subsequent council strategies informed by the priorities set by these 10 year strategies.

6. These interdependent 10 year strategies are designed to engage partners, city leaders, businesses, stakeholders and residents to work together on key agreed priority areas that aim to actively improve the quality of life for all our residents.

Recommendations

7. Executive is asked to
 - a) Note the strategy and policy framework that shows how different related strategies, policies and plans will deliver the ambitious goals articulated in the 10 year strategies.
 - b) Make recommendations to Council to adopt the 10 year Strategy and Policy framework which is comprised of the Climate Change, Economic and Health and Wellbeing 10 year strategies and the emerging 10 year City Plan.
 - c) Approve the recommendations from the Climate Emergency Policy and Scrutiny Committee.
 - d) Approve the Climate Change Action Plan.
 - e) Review the Climate Change Strategy 2022-2032, Economic Strategy 2022-2032 and the Health and Wellbeing Strategy 2022-2032.
 - f) Approve establishment of the Economic Partnership.
 - g) Endorse the 10 year strategies implementation plan.

National Policy Context

Integrated Health and Care

8. The Government has legislated within the Health and Care Act 2022ⁱ to establish Integrated Care Systems whilst at the same time abolishing Clinical Commissioning Groups (CCGs). The Act also allows the health and care system to create local place-based committees to plan care where appropriate.
9. In July 2022 the Humber and North Yorkshire Integrated Care Board (ICB) was established as the statutory body replacing the six CCGs in our region, and an Integrated Care Partnership (ICP) was formed on the same geography with representation from a wide

range of health and care organisations to set the strategic direction for the ICB.

10. In York, a place-based committee known as the York Health and Care Partnership, has been established and is comprised of the council, health and care and community partners. The Partnership has developed a prospectus that sets out the challenge and opportunities for health and care services in response to the Health and Wellbeing Strategy.

Levelling Up

11. The Government has published the Levelling Up White Paper and is currently taking the Regeneration and Levelling Up Bill through Parliament.
12. The Levelling Up White Paper sets an expectation that the devolution deal for York and North Yorkshire will progress, leading to the establishment of a Mayoral Combined Authority. The proposed deal has been agreed by Government and was reviewed by Council on 6 October 2022 with public consultation launched on 21 October 2022.
13. If devolution is approved, it is hoped the Council will have more access to government to be able to access more funding. By articulating York's priorities now, York will be better placed to identify future opportunities to potentially increase funding.

Climate Change policy

14. The Climate and Ecological Emergency Bill is a private member's Bill currently in its 2nd reading. It seeks to ensure the Government fulfils its Paris Agreement to limit global temperatures to 1.5C, conserve the natural world by protecting and restoring ecosystems.
15. The *Net Zero Strategy Build Back Greenerⁱⁱ* responds to the Climate Change Act 2008 and sets out the government's ambition.
16. In tandem the Environment Act 2021 sets out targets, plans and policies to improve the natural environment and protect air quality, nature and biodiversity and reduce waste.

The Council's Strategy and Policy Framework

17. To ensure the 10 year strategies steer delivery over the decade ahead, the council has developed a strategy and policy framework

which shows how different strategies, policies and plans will achieve ambitious goals articulated in the 10 year strategies.

18. The Strategy and Policy Framework is comprised of the three interdependent 10 year strategies (ie. Climate Change, Economic and Health and Wellbeing Strategies 2022-2032), supporting strategies that respond to different aspects of these three core strategies, policies setting out objectives and the policy context and action plans describing the actions that will deliver the ambitions set by the three 10 year strategies.
19. The Constitution sets out the policy framework and those plans and strategies that are required to be considered by Executive, who can then make recommendations and invite Council to approve the strategies. The Climate Change Strategy and Health and Wellbeing Strategy are required to have regard to the recommendations of Executive. The Economic Strategy is part of the framework because the three strategies are so interdependent.

The Council's Strategy and Policy Framework

Purpose	Report	Lifespan	The policy framework in the Constitution sets out the plans and strategies having regard of recommendations of Executive	Examples
Sets the vision and work with city partners	10 year strategies	10 years 2022-2032 Reviewed every 5 years	The Climate Change Strategy will be considered by Executive November 2022. The Health and Wellbeing Strategy was approved by the Health and Wellbeing Board and The Economic Partnership approved the Economic Strategy, both in November 2022.	The Economic Strategy The Climate Change Strategy The Health and Wellbeing Strategy
	Supporting strategies respond to aspects of the 10 year strategies	10 years Reviewed every 5 years	The Local Transport Strategy will be considered by Executive early 2023.	Skills Strategy (2021-2031) My City Centre Strategy (2021-2031) York Cultural Strategy (2020-2025)
Sets objectives which include the policy context	Policies and plans	10 - 15 years: review points determined by Executive	The Local Plan is due to Council (following Examination). The 10 Year Plan is due to be considered by Council in December 2022.	The Local Plan Local Transport Plan 3 (2011-2031)
	The Council Plan	4 years	The Council Plan is developed by Council officers, set by Executive to help determine the overall policy direction for the Council, and then subsequent action plans and service plans etc.	The Council Plan, Making History, Building Communities (2019-2023)
Describes action	Action Plans city wide action plans that include council and partner commitments – with funded and non-funded activities to describe intent	12-24 months	The Climate Action Plan will be approved by Executive in November 2022.	Domestic Retrofit Action Plan due at Executive Decision Session in November 2022 Local Cycling and Walking Infrastructure Plan due Executive March 2023 The Economic Partnership and Health and Wellbeing Boards will develop their respective Action Plans
	Programme plans covers ringfenced funding programmes of activity	Reviewed monthly	Programme plans are considered by Executive or in Executive Decision-Making Sessions. The Capital Programme is approved by Executive annually (February)	Major Capital Programme Housing Delivery Programme Active Travel Programme Retrofit Programme
	Council service plans provides an effective framework for delegated decisions	Reviewed regularly	Council service plans are developed in consultation with Executive portfolio holders	Service plans are noted in the Code of Corporate Governance (Principle C: defining outcomes in terms of sustainable economic, social and environmental benefits)

Local Policy Context

20. The local policy context informed the 10 year strategies.

The Council Plan [The Council Plan – City of York Council](#)

21. The Council Plan, Making History Building Communities 2019-2023 articulates the priorities for the administration and sets out the actions the council will take to achieve these.

22. The development of the 10 year strategies was informed by actions already being delivered in response to The Council Plan.

The Local Plan [The Local Plan – City of York Council](#)

23. The emerging City of York (CYC) Local Plan sets out a strategy for the future development of homes, employment, education and community and other infrastructure of York to 2032/33 and provides capacity to meet development needs to 2037/38. It recognises that in response to extensive resident consultation which informed the Local Plan, there is a requirement for the Planning Authority to preserve York's unique setting, heritage and character. It is being developed in accordance with the National Planning Policy Framework (2012) and currently in the 4th phase of examination which will explore individual development policies such as sustainable development.

Local Transport Plan [Local Transport Plan 2011-2031 – City of York Council](#)

24. York's Local Transport Plan (2011 to 2031) sets out how the city will configure its transport to (a) meet York's wider social, economic and environmental objectives (b) efficiently manage the city's extensive transport asset base of roads, cycle tracks, footways and footpaths, park and ride sites, bus infrastructure, streetlights, bridges, highway drains etc.

25. City of York Council are developing a York "chapter" of a new Local Transport Plan (LTP). This LTP will respond to new government guidance to be released next year and reflect the proposed change in those transport powers that could, if approved, transfer to the Mayoral Combined Authority, together with input from the associated transport committee, through devolution. This guidance will ask local transport authorities to set out the transport policies and measures which will contribute to the city's economic

prosperity, whilst meeting challenging national and local targets for reducing emissions.

Strategy development

26. The development of the Climate Change Strategy and Economic Strategy was informed by three processes.
 - a. Evidence collation and analysis: published as a technical annex, these have been shared with Scrutiny Committees, in part, in different meetings. The technical annex brings the full evidence set together and provides a baseline for the strategies' Action Plans going forward.
 - b. Resident, business, partner and stakeholder insight and intelligence which has been gathered in line with the Resident Engagement Strategy (approved by Executive in April 2021) over the last 18 months. The council set out to understand what is important to citizens, what changes they would like to see and whether they support the strategies.
 - c. Equalities impact assessments (EIAs) were produced to better understand the positive and potentially detrimental impacts of climate, economic or health ambitions on different groups of residents. These EIAs both informed the strategies and identified requirements for action plans.
27. This process is similar to the development of the Health and Wellbeing Strategy and where engagement has informed the development of all strategies, it is noted below.

Consultation and engagement process

28. The 10 Year Strategies were developed over 18 months by speaking to residents, businesses, community groups and partners. They also took into account feedback gathered during delivery of the Covid Recovery and Renewal Strategy.
29. The Our Big Conversation attitudinal survey helped us understand what's important for the people who live, work and study in our city. Over 2,000 participants, including residents and businesses, took part to tell us about different aspects of living in the city. The survey was available online and via *Our City*, the resident newsletter.

30. We helped shape the strategies and covered different aspects of climate change through a mixture of technical and industry roundtable meetings, focused stakeholder and partner discussions and through business groups, and health and wellbeing workshops.
31. The York Big Question took place during winter 2021 to 2022, engaging residents and third sector groups in what good health and wellbeing looks like to them.
32. Several key co-production projects fed into the development of the Health and Wellbeing Strategy, such as the Community Mental Health Transformation Programme.
33. Through the summer of 2021, we held stakeholder roundtable workshops covering the main themes of the Climate Change Strategy. These workshops, attended by experts from academia and industry, explored the local barriers and opportunities to delivering change at the pace and scale required to meet our ambition. A summary of the response is presented in the Stakeholder Perspective of the Technical Annex.
34. In May 2022 the Health and Wellbeing Board members held a workshop to agree the outline contents, building on this engagement and on the statutory Joint Strategic Needs Assessment, recently refreshed by the Public Health Team.
35. Independently facilitated focus groups to explore strategic themes with target demographics took place throughout May and June 2022. These targeted focus groups invited participation from residents who did not engage in Our Big Conversation to bring a blend of perspectives to help shape the strategies. The groups were:
 - Students in York
 - 16-24-year-olds in York
 - Members of York's LGBTQIA+ community
 - Blue-collar workers in York
 - Parents of children aged 0-10 in York
 - Disabled people in York
 - Members of York's BAME community
 - People in York who are currently not in education, employment or training

36. We invited residents, businesses, community groups, city partners, regional policy leads and city stakeholders to review the draft 10 Year Strategies and tell us what they think about what it will be like to live in the city in 2032 through the Our Big Conversation: 10 Year Strategies Consultation, held during summer 2022. The survey was available online or in print in libraries. There were approximately 500 participants engaged with this survey who completed either some or all of the sections, providing valuable feedback. These included individual residents, stakeholder and partner groups and organisations.
37. We held four discussion days at York Explore. The Climate Corners were attended by officers from the carbon reduction team to answer resident questions about the strategies through the prism of climate change. Over 150 residents engaged through the climate corner and were invited to complete printed surveys or respond online.
38. To understand perspectives from the business community, key stakeholders such as large employers and business networks were approached directly for their views on the draft Economic Strategy. The invitation was extended to other businesses and interested parties through the weekly CYC Business Bulletin and the Council website. Twenty detailed responses were received, and the views and insights provided informed development of the Economic Strategy.
39. During the above consultation process, members, community groups and partners were invited to provide feedback and this has been collated together with the rich feedback gathered through the consultation.
40. Throughout the last 18 months, thematic cross-party scrutiny committees explored different aspects and influenced each of the 10 year strategies, for example the Climate Emergency Policy Scrutiny Committee influenced the Economic Strategy.
41. Feedback gathered throughout this consultation process is now informing the development of the 10 year City Plan and the Local Transport Strategy.
42. Feedback is also the start of the budget consultation process and provided early sight of aspects York residents are most concerned about.

43. A summary of the resident feedback is included in **Annex A**.
44. In October, the Climate Emergency and Policy Committee reviewed the Climate Change Strategy and following a presentation from York Civic Trust about transport proposals, made the following recommendations for Executive to consider:
- I. to undertake all necessary investigations leading to the adoption of the transport actions set out in the Climate Change Strategy Action Plan, that sets out clear targets for each sub group, eg: public transport, electric vehicles, active travel etc;
 - II. to adopt an analytical approach to the implementation of the adopted Climate Change Strategy and Action Plan which demonstrates the amount of carbon reduction which will be achieved year by year;
 - III. to develop a longer list of interventions to consider in relation to the implementation of the adopted Climate Change Strategy and Action Plan so that if any one strand of action becomes less feasible, other actions can be identified which can achieve the same pace of reduction, noting that successive administrations would take the necessary political decisions.
 - IV. to invite large organisations operating in the city to provide an annual update on their climate impact using measurable indicators;
 - V. in future consultations on Climate Change with residents that the Council ask respondents for how they would like to see York in the future;
 - VI. to consider amends to the Climate Change Strategy as outlined below:
 - a) That the Executive Summary to be amended to remove ‘in York, we lead the way’ with ‘York is committed to address this’ (The Climate Emergency);
 - b) That the Executive Summary provide greater detail on 39% emissions reduction from 2005 with a range of reasons for this;
 - c) That the five core principles within the Climate Change Strategy note the importance to delivering a strategy that delivers fairness and social justice and that a focus be noted on working with local and regional partners.
 - VII. that Executive request that all Councillors sign the Climate Change Strategy if it is approved by Council.
45. It is recommended these recommendations are enacted in full and the Climate Change Strategy updated as above.

The 10 year strategies

46. The council is following a sustainable approach to developing 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 [ERIC - EJ868704 - Enough, for All, Forever: The Quest for a More Sustainable Future, Education Canada, 2009.](#)
47. This means that sustainable approaches need to consider the interdependencies between actions that might 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 and will be reviewed in five years.
48. The draft Climate Change Strategy (**Annex Bi**) and draft Economic Strategy (**Annex Ci**) have been produced by the council in consultation with different stakeholders and following extensive resident engagement. The Climate Change (**Annex Biii**) and Economic (**Annex Cii**) technical annexes set out the evidence base used to inform the strategies. The Equalities Impact Assessments have informed development of the strategies (**Annex Biv** and **Annex Ciii**) and inform the development of the related Action Plans.
49. The Health and Wellbeing Strategy has been developed through the independent partnership of the Health and Wellbeing Board with the Health and Wellbeing Strategy (**Annex D**) available for Executive to review and in particular note the inherent interdependencies.
50. The Health and Wellbeing Strategy was endorsed by the Health and Wellbeing Board on 14 November 2022 with Executive now invited to review it as a key part of the Strategy and Policy Framework.
51. The Local Transport Strategy is an enabling strategy that underpins and facilitates delivery of the strategic ambitions articulated in the 10 year strategies. It is currently in development and will align to

the priorities published in the 10 year strategies. Executive will be invited to consider this Strategy once the three 10 year strategies are approved, whilst needing to support the central government priorities which will be set out in the new Local Transport Plan guidance.

The 10 year Plan

52. The 10 Year Plan is part of the Strategy and Policy Framework and is being developed by city partners in response to the resident and stakeholder feedback which informed the development of the 10 year strategies.
53. It will be comprised of an overarching vision with agreed priorities for the decade ahead. In addition, it will confirm those areas city partners will work together on.
54. The 10 Year Plan is currently being developed and will be presented to Council as part of the approval process of the Strategy and Policy Framework.

The Climate Change Strategy

55. The Climate Change Strategy (**Annex Bi** with technical annex, **Annex Biii**) and Equalities Impact Assessment (**Annex Biv**) follows a Council Motion in 2019 that declared a Climate Emergency and set a city wide target for net zero by 2030.
56. For York to be net zero by 2030, in keeping with the limitation of global temperature rising to 1.5 degrees, requires reducing net carbon emissions by 13% each year. The council is on course for its own operations to be carbon neutral by 2030, setting an example for the city.
57. The Climate Change Strategy is a city-wide ambition that requires a city-wide approach, encouraging us all to work together to deliver our shared vision. The evidence base for the Climate Change Strategy (the technical annex, **Annex Biii**) has been shared in different Scrutiny and decision making sessions.
58. We have already made an ambitious start to refocus our economy creating green jobs, for example refocusing local skills in the council's Housing Delivery Programme Caddick contract which

mandates the creation of apprentices in green building skills, working with partners to create clean air zones, developing zero-carbon homes (which also have virtually no heating bills), and welcoming a fleet of electric Park & Ride buses and waste collection vehicles.

59. To help implement the Climate Change Strategy, York's Climate Commission draws together the expertise of academics, and the private sector providing advice to support the city's largest carbon emitters reduce carbon and York's Sustainability Lead Group ensures people whose job is to reduce carbon work together to develop common approaches and look for opportunities – both groups actively secure support across York's key institutions to make the biggest impact possible.

Climate Change Action Plan

60. The Climate Change Action Plan (**Annex Bii**) contains a list of 160 potential actions that support our net zero ambition by 2030. The actions identified cover the eight priority themes of the Climate Change Strategy and are based on the previous work done by Leeds University (Net Zero Roadmap for York), pathway modelling by Anthesis, best practice guidance from the Local Government Association, recommended actions for Local Authorities by Friends of the Earth, stakeholder workshops, consultation feedback and officer engagement.
61. The Action Plan provides high level estimates covering carbon impacts, cost implications, timescales, co-benefits, constraints, level of council influence and current stage of implementation.
62. Through ongoing work, we will provide further comprehensive and quantified implementation information that considers the actions and levers to achieve net zero to add to the annual Action Plan.
63. The Action Plan will be a live document reviewed annually. It will change over time in response to the reporting and feedback mechanisms that track progress against our ambition.
64. The Action Plan contributes to the strategy objectives to track action, monitor progress, report annually and assign responsibility.

65. Executive are invited to

- a. Approve the recommendations of the Climate Policy and Emergency Scrutiny Committee**
- b. Review the Climate Change Strategy (Annex Bi) and make recommendations to Council to approve it**
- c. Approve the Climate Change Action Plan (Annex Bii)**

The Economic Strategy

66. The Economic Strategy (**Annex Ci**, technical annex, **Annex Cii** and Equalities Impact Assessment **Annex Ciii**) has been developed through comprehensive engagement and builds on York's strengths. It builds on previous strategies, continuing to seek growth in high value employment and aiming to increase productivity and wages in York.
67. The new strategy also seeks to build on our high employment sectors – retail, hospitality and social care – through supporting growth in the productivity of those industries and seeking to help them become even better employers.
68. In addition, the Economic Strategy reflects co-benefits of the Climate Change Strategy and Health and Wellbeing Strategy by highlighting the additional 4.900 green jobs the city is forecast to attract through the sustained efforts to reach net zero. In addition, by encouraging businesses to thrive means reduced energy use, more sustainable journeys and warmer, healthier buildings to help improve health and wellbeing.
69. The evidence base for the Economic Strategy has been shared in different Scrutiny and decision making sessions and has been published as a technical annex (**Annex Cii**).
70. Executive are asked to approve establishment and terms of reference of the Economic Partnership who were invited to approve the Economic Strategy on 2 November 2022. The partnership approved the strategy and discussed several detailed actions, including:

- a. Present all the exciting developments taking place across the city over the next 10 years
 - b. Prepare a short narrative to promote the city to potential investors/developers
 - c. Explore how to promote the city's safe night time economy
71. The Partnership will meet bi-annually and continue to identify actions for an Economic Action Plan that will be shared with the Executive Member in due course.
- 72. Executive are invited to**
- a. **Review the Economic Strategy (Annex Ci) and make recommendations to Council to approve it as part of the Strategy and Policy Framework.**
 - b. **Approve the establishment of York's Economic Partnership, including the terms of reference (Annex Civ)**

The Health and Wellbeing Strategy

73. There is a statutory requirement for every local authority to have a Health and Wellbeing Board, and for that Board to produce a Health and Wellbeing Strategy (**Annex Di**).
74. The Board in York is made up of many partners, from NHS bodies to the council and third sector representatives, and so although the Health and Wellbeing Strategy (2022-2032) is one of the city's 10 year strategies, it is developed through a slightly different process, led between the partners within the health and care system rather than by the council.
75. The Health and Wellbeing strategy is based on extensive consultation with the health and care sector. It recognises that nationally rising health inequalities are replicated in York, and so sets out how York can be a healthier city and what would need to be in place to support this.
76. The Health and Wellbeing Strategy was publicly approved at the Health and Wellbeing Board on 14 November 2022.

77. Executive are invited to:

- a. Review the Health and Wellbeing Strategy (Annex Di) noting the Equalities Impact Assessment (Annex Dii) and make recommendations to Council to adopt it as part of the Strategy and Policy Framework.**

Implementation Plan

78. A decade of action, significant funding opportunities, current and emerging challenges, and ongoing support and engagement requires a joined up implementation approach which supports Executive decision making.
79. Learning from the success of the city-wide Outbreak Management Advisory Board which was established to steer the city's response during the pandemic, it is recommended that the 10 year strategies are implemented drawing on the expertise of thematic advisory boards and following the below outline approach:

1. Share expertise

- a. Three independent advisory boards – the Health and Wellbeing Board, Economic Partnership and Climate Change Commission provide specialist knowledge to help shape policy and understand complexity.
- b. It is recommended chairs are invited to consider how to achieve the objectives articulated in the 10 year strategies, providing broader expertise at a local level and considering wider co-benefits.

2. Build momentum

- c. To address feedback in the consultation that residents would like more involvement in supporting actions going forward, it is recommended the ongoing programme of engagement to shape and inform delivery includes a focus on climate action.
- d. To share progress and support residents engage, updates will be shared through council channels and with city partners, clearly showing when activities respond to the 10 year strategies.

3. Align action

- e. City partners will be encouraged and supported to work together on shared priorities identified through the 10 year city plan which respond to the 10 year strategies ambitions.
- f. To support Executive decision making, the decision report will be revised to include information about climate change, health and wellbeing and economic evidence and/or impacts when relevant.

4. Inspire action

- g. To inspire action and encourage ongoing support, it is recommended that progress is reported to Executive bi-annually, with the Chairs of the independent advisory boards invited to present at Executive. The city partners group will be developed to facilitate this.
- h. The Health and Wellbeing Board will be extended to cover the health impacts of growing the economy and climate change and continue to be a public meeting sharing progress as per the usual agenda items.

80. Executive are invited to endorse the recommended implementation plan above.

Council Plan

The council plan is at the heart of the strategies which responds to the priorities *Well paid Jobs and an inclusive economy and a cleaner and greener city and Good health and wellbeing.*

Implications

- **Financial** Funding the strategies will be explored through successive Council Plans, with gaps in funding identified through action plans. The strategies help set out ambition to negotiate additional funding from alternative sources.
- **Human Resources (HR)** *(none)*
- **Equalities** Equalities Impact Assessments have been completed for the individual strategies and are included in the annex. They will be published online with the 10 year strategies

once approved. Actions from the EIAs will be/are included in the relevant 10 year strategy Action Plans.

- **Legal** There is no legal requirement to consult on the strategies. The Constitution (Appendix 1) confirms that the Climate Change and Health and Wellbeing Strategies are required to have regard to recommendations by Executive. Any issues requiring legal support will be addressed as and when they arise.
- **Crime and Disorder none**
- **Information Technology (IT) none**
- **Property none**
- **Other** Communications and engagement remains a core element of the implementation of the strategies

Risk Management

Under-representation: There was a risk that seldom heard voices were not given the opportunity to contribute. To mitigate this risk, community groups were invited to take part and focus groups have been held with individuals with protected characteristics or those who did not engage in the original survey. This should be viewed as an ongoing process with more discussions to follow.

Complexity: Three different strategies introduces complexity and could result in a confusing and disjointed narrative. By bringing them together and explaining how they will be delivered through Policy and Plans in the strategy and policy framework, it will appear simpler for audiences to both engage and contribute. A summary of the Strategies will also be published and website updated.

Conflicting feedback: there are multiple opportunities for residents, experts and Executive members to feedback about the strategies. This feedback has helped refine the strategies, although in some cases feedback conflicts and cannot be incorporated. A summary of the feedback has been collated with the recommended response discussed with the relevant Executive member.

Contact Details

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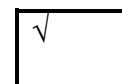
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Wards Affected:

All



For further information please contact the author of the report

Annexes

Annex A: Our Big Conversation 10 year strategies: summary of feedback
Annex Bi: Climate Change Strategy 2022-2032
Annex Bii: Climate Change Action Plan
Annex Biii: Climate Change Strategy Technical Annex
Annex Biv: Climate Change Strategy Equalities Impact Assessment
Annex Ci: Economic Strategy 2022-2032
Annex Cii: Economic Strategy Technical Annex
Annex Ciii: Economic Strategy Equalities Impact Assessment
Annex Civ: Economic Partnership Terms of Reference
Annex Di: Health and Wellbeing Strategy 2022-2032
Annex Dii: Health and Wellbeing Strategy Equalities Impact Assessment

Background papers

Covid Recovery and Renewal Strategy

[Agenda for Executive on Thursday, 25 June 2020, 5.30 pm \(york.gov.uk\)](#) – item 5

Strategy and policy framework examples

[York 10-Year Skills Strategy.pdf](#)

[Yorks-Creative-Future-York-Culture-Strategy-2020-2025.pdf \(makeityork.com\)](#)

[Agenda for Executive on Thursday, 18 November 2021, 5.30 pm \(york.gov.uk\)](#) – item 52

[Agenda for Decision Session - Executive Member for Environment and Climate Change on Wednesday, 11 May 2022, 3.00 pm \(york.gov.uk\)](#) – item 22

[Agenda for Decision Session - Executive Member for Transport on Tuesday, 19 July 2022, 10.00 am \(york.gov.uk\)](#) item 15

[Agenda for Executive on Monday, 7 February 2022, 5.30 pm \(york.gov.uk\)](#) – item 91

[Agenda for Decision Session - Executive Member for Housing and Safer Neighbourhoods on Thursday, 14 July 2022, 10.00 am \(york.gov.uk\)](#) – item 4

[Agenda for Decision Session - Executive Member for Housing and Safer Neighbourhoods on Thursday, 17 November 2022, 10.00 am \(york.gov.uk\)](#) – Retrofit Action Plan

[code-of-corporate-governance \(york.gov.uk\)](#) – Principle C: defining outcomes in terms of sustainable economic, social and environmental benefits

Devolution

[Agenda for Customer and Corporate Services Scrutiny Management Committee on Monday, 5 September 2022, 5.30 pm \(york.gov.uk\)](#) – item 4

[Agenda for Executive on Thursday, 6 October 2022, 10.00 am \(york.gov.uk\)](#) – item 5

[Agenda for Council on Thursday, 6 October 2022, 6.30 pm \(york.gov.uk\)](#) – item 17

Resident engagement strategy

[Agenda for Executive on Thursday, 22 April 2021, 5.30 pm \(york.gov.uk\)](#) item 123

Climate Change

[Agenda for Decision Session - Executive Member for Environment and Climate Change on Wednesday, 16 December 2020, 11.00 am \(york.gov.uk\)](#) item 13

[Scrutiny Report - Climate Change Engagement Plan - July 2021.pdf \(york.gov.uk\)](#)

[Agenda for Climate Change Policy and Scrutiny Committee on Tuesday, 12 October 2021, 5.30 pm \(york.gov.uk\)](#) – item 22 and 23

[Agenda for Climate Change Policy and Scrutiny Committee on Wednesday, 12 January 2022, 5.30 pm \(york.gov.uk\)](#) – item 30

[\(Public Pack\) Agenda Document for Economy and Place Policy and Scrutiny Committee, 10/02/2022 17:30 \(york.gov.uk\)](#) item 4

[Agenda for Climate Change Policy and Scrutiny Committee on Tuesday, 8 March 2022, 5.30 pm \(york.gov.uk\)](#) – item 5

[Agenda for Climate Change Policy and Scrutiny Committee on Tuesday, 12 April 2022, 5.30 pm \(york.gov.uk\)](#) – item 4

[Agenda for Climate Emergency Policy and Scrutiny Committee on Tuesday, 4 October 2022, 5.30 pm \(york.gov.uk\)](#) item 5

Health and Wellbeing

[Agenda for Health and Wellbeing Board on Wednesday, 16 November 2022, 4.30 pm \(york.gov.uk\)](#)

[Agenda for Health and Wellbeing Board on Wednesday, 20 July 2022, 4.30 pm \(york.gov.uk\) – item 100](#)

[Agenda for Health and Wellbeing Board on Wednesday, 19 January 2022, 4.30 pm \(york.gov.uk\) - Item 75](#)

Economy

[Agenda for Decision Session - Executive Member for Economy and Strategic Planning on Tuesday, 28 June 2022, 10.00 am \(york.gov.uk\) – item 5](#)

[Inclusive Growth Update report EMDS April 2022.pdf \(york.gov.uk\) item 59](#)

[January 2022 Quarterly Economic Update.pdf \(york.gov.uk\) item 46](#)

[Agenda for Decision Session - Executive Member for Economy and Strategic Planning on Wednesday, 20 October 2021, 3.00 pm \(york.gov.uk\) – item 20](#)

[Report to Executive Member for Economy & Strategic Planning Decision Session - 27th April 2021](#)

[Report to Executive Member for Economy & Strategic Planning Decision Session - 26th Jan 2021](#)

[Scrutiny report - Economy & Place Scrutiny - 24th November 2020](#)

[Report to Executive Member for Economy & Strategic Planning Decision Session - 21st October 2020](#)

[Report to Executive Member for Economy & Strategic Planning Decision Session - 16th March 2020](#)

[Scrutiny report - Economy & Place Scrutiny - 12th Feb 2020](#)

Scrutiny committees that were cancelled or postponed

[Agenda for Customer and Corporate Services Scrutiny Management Committee & Economy and Place Policy and Scrutiny Committee - Commissioned Joint Committee on Tuesday, 12 July 2022, 1.00 pm \(york.gov.uk\)](#)

[Agenda for Customer and Corporate Services Scrutiny Management Committee & Health and Adult Social Care Policy and Scrutiny Committee - Commissioned Joint Committee meeting on Wednesday, 13 July 2022, 1.00 pm \(york.gov.uk\)](#)

[Agenda for Climate Emergency Policy and Scrutiny Committee on Wednesday, 14 September 2022, 5.30 pm \(york.gov.uk\) – item 5](#)

[Agenda for Health and Wellbeing Board on Wednesday, 14 September 2022, 4.30 pm \(york.gov.uk\) – item 4](#)

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- i [Health and Care Act 2022 - Parliamentary Bills - UK Parliament](#)
 - ii [net-zero-strategy-beis.pdf \(publishing.service.gov.uk\)](#)