

**Executive**

**15 December 2022**

Report of the Assistant Director Policy and Strategy  
Portfolio of the Executive Leader, incorporating Policy, Strategy &  
Partnerships

## **York 2032: The 10-Year Plan**

### **Summary**

1. The last three years have brought considerable challenges, with worldwide impacts, including significant impacts for our residents, businesses, and visitors to the city. Our response as a Council has needed a strong partnership approach with a wide range of other organisations. During the last year we have seen the relaxation of measures in response to the pandemic, but new challenges in particular the rising cost of living continues to affect residents and businesses.
2. Against this set of past and present challenges, 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, reshaping the economy post-Brexit/COVID and tackling inequalities across the city.
3. Drawing on the extensive 18-month programme of resident, business and stakeholder engagement, together with public scrutiny and decision sessions that informed the development of the three 10-Year strategies considered by Executive in November, the council has collaborated with city partners to co-produce a 10-Year city plan. The plan sets out a broad vision for the city, a set of shared priorities, goals and actions, together with actions the city partners have committed to deliver together.

4. Executive are now invited to review York 2032: The City Plan (**Annex A**), and make recommendations to Council to approve and adopt it on behalf of the city.

### **Recommendations**

5. Executive are recommended to
  - a) Endorse the York 2032: 10-Year Plan before then making recommendations to Council to consider approving and adopting it on behalf of the city.

### **York 2032: The 10-Year Plan**

6. The York 2032: The 10-Year Plan's foundations are the ambitions and goals set out in the three 10-Year strategies reviewed by Executive in November:

- Climate Change Strategy 2022-2032
- Economic Strategy 2022-2032
- Health and Wellbeing Strategy 2022-2032

Together with two other city-wide strategies:

- Skills Strategy 2020-2030
- Cultural Strategy 2020-2025

7. It will be further refined over the months and years ahead. During 2023, the Local Transport Strategy, the Anti-racist strategy and recommendations from the Poverty Truth Commission will be published. In addition, the Local Plan is currently going through public enquiry and we anticipate it will be adopted in summer 2023. The Local Plan sets out the spatial developments in the city and once adopted the 10-Year plan actions will be updated to reflect the opportunities it presents.
8. York 2032: The 10-Year Plan has been co-produced by city partners in response to the resident and stakeholder feedback which informed the development of the 10-Year strategies, together with the evidence base published in the 10-Year strategies technical annex.
9. It is comprised of:

- An overarching vision with agreed priorities for the decade ahead.
  - 5 pledges city partners have made to confirm how they will work together to deliver the vision.
  - Actions city partners will work together on. It is anticipated that although the actions might change, the priorities will remain constant.
10. The goals in York 2032: The 10-Year Plan (the Plan) are those of the 10-Year strategies – set against the priorities in the Plan.
  11. The Plan is the 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 unites the council, institutions and communities through a shared direction and goals.
  12. Over the decade ahead there will be significant opportunity for members, including scrutiny committees, to work with city partners to develop and review further actions, refine activities proposed and, through the usual process, set out council actions in future Council Plans. In addition, the council will continue to engage residents, communities and stakeholders to consider different opportunities that focus on the priorities.
  13. The Plan is now presented to Executive to review and consider recommending to Council to adopt.

### **Development process**

14. The development of the Plan was informed by the below processes:
  - 1) Evidence collation and analysis: published as technical annexes of the 10-Year strategies. The 10-Year strategies technical annex presents the evidence set and provides a baseline going forward.
  - 2) 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.

- 3) Cross-party scrutiny, decision sessions and the Health and Wellbeing Board iteratively reviewed different aspects of the 10-Year strategies as they developed, providing recommendations and influencing the development process, strategies and action plans.
- 4) Equalities impacting to better understand the positive and potentially detrimental impacts of climate, economic or health ambitions on different groups of residents. Equalities impacting both informed the 10-Year strategies and 10-Year Plan and identified requirements for action plans, including those actions the city partners will work together on.
- 5) City partner workshops: City partners were invited to iteratively co-produce the 10-Year plan drawing on the evidence, insight and intelligence collated to develop the 10-Year strategies whilst considering the impact on their own sectors/institutions to shape a 10-Year plan that responds to the needs of the city, pre-empting future challenges and opportunities.

### **City partner workshops**

15. City partners came together in two independently (LGA) facilitated workshops and two council facilitated workshops to:
  - a) Confirm the strategic priorities that are the most important
  - b) Consider how to support delivery of the city's strategic ambitions articulated in the 10-Year strategies
  - c) Co-produce a unifying vision statement for the city based on the resident and stakeholder insight and intelligence and evidence of the city's challenges and opportunities.
  - d) Identify actions that will form the basis of a plan that can be used to attract future funding/investment opportunities
16. During two city partnership meetings (14 and 23 November), city partners provided feedback about York 2032: The 10-Year Plan which has been incorporated into Annex A for Executive to now consider.

### **Consultation and Engagement**

17. The process to co-produce the Plan is described above. It includes significant consultation and engagement across the city with residents, partners, stakeholders and regional partners feedback informing the development of the 10-Year strategies, related action plans and Equality Impact Assessments. The feedback from this consultation and engagement activity is published on the council website: Our Big Conversation – City of York Council
18. The 10-Year Plan builds on this consultation and engagement together with the city partner workshops described above. Following approval by Council, broader engagement led by city partners will take place.
19. A website will be launched to share information and keep people updated about opportunities to get involved. The website will also link to related activity to show progress, the current policy context and the evidence base including the consultation and engagement feedback.

## Council Plan

The 10-Year plan responds to the Making History, Building Communities Council Plan 2019-2023 priorities.

## Implications

- **Financial** The 10-Year plan has been co-produced with city partners and recognises the council has significant budget challenges and is unable to deliver everything that is needed to support the city. By working in close partnership, as articulated through the 10-Year plan, the city will benefit from additional resources whether investment, expertise or capacity to help achieve city wide ambitions. Funding council-led actions will be explored through successive council plans, with gaps in funding identified. The Plan sets out the vision and priorities to negotiate additional funding from alternative sources.
- **Human Resources (HR)** *(none)*
- **Equalities** Equalities Impact Assessments (EIAs) have been completed for the 10-Year strategies and published online with the 10-Year strategies. Actions from the EIAs will be/are included in the relevant 10-Year strategy Action Plans. The 10-Year Plan EIA is in Annex B and is a consolidation of the 10-Year strategies EIAs. If their own policy requires it, EIAs will be completed by lead city partner organisations for partner-led

actions as appropriate. The Council will ensure for their own council-led actions EIAs will be in place.

- **Legal** – The 10-year Plan forms part of the Council’s Policy Framework, and responsibility for its adoption rests with Full Council, having regard to the recommendations of the Executive. There are no direct legal implications arising from the adoption of the Plan, and any issues requiring legal support, arising from its subsequent implementation, will be addressed at the appropriate time.
- **Crime and Disorder** *none*
- **Information Technology (IT)** *none*
- **Property** *none*
- **Other** Communications and engagement remains a core element of implementation.

## **Risk Management**

**Priorities** Throughout the duration of the 10-Year Plan, there is a risk that the policy context, wider environment, or organisation priorities might change - altering the course of the 10-Year Plan. Sufficient flexibility has been built into the development of the 10-Year Plan that allows for future change and ongoing engagement with city partners and residents will shape future actions. In addition, there is a review point scheduled in 5 years to ensure the vision and ambitions are still right, and being delivered against.

**Engagement:** Recognising that the 10-Year Plan has not been developed in isolation, rather is a continuum of the development of the 10-Year Strategies there is the risk that different organisations feel important elements are missing. As well as the opportunity to involve different perspectives and engage more widely, the 10-Year Plan has been designed to be sufficiently flexible it can continue to evolve over the years ahead.

## **Contact Details**

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**Specialist Implications Officer(s)** *List information for all*  
Corporate Management Team

**Wards Affected:** *List wards or tick box to indicate all*

**All**

**For further information please contact the author of the report**

**Background papers:** Executive 22 November 2022 [Agenda item - 10-Year Strategies \(york.gov.uk\)](#)

**Annex A:** York 2032: The 10-Year Plan

**Annex B:** Equalities Impact Assessment