

# The Strategy for York 2011 - 2025

## Foreword

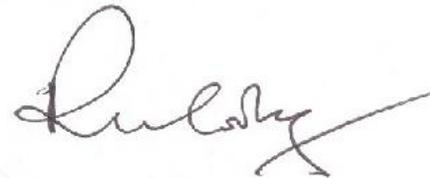
The Strategy for York sets out a long term vision for the city and a new set of immediate priorities. It is the result of the efforts of those within the Without Walls Partnership and many other individuals and organisations, and it hopefully reflects their aspirations to improve the city's quality of life and to create a sustainable environment.

This is the third revision of York's strategic plan since 2003, and it responds to many changing circumstances, including:

- The city's changing demography, such as the growth in the number of older people;
- The declining employment prospects for young people as they leave school and university;
- The growing emphasis on developing York's 'offer' in an increasingly competitive international market, based on enhancing York's status as a world-class city, in order to help secure future prosperity;
- Changing local and national politics, especially in the contexts of de-regulation, devolution of decision-making and the engagement of volunteers;
- The need to encourage a re-balancing of the economy away from dependence on the public sector towards growth in the private sector;

- The need to respond to fundamental policy changes in health, education and substantial cuts in public-sector funding;
- Opportunities that are likely to arise for the development of several major sites within the city.

These changes, together with the need to re-evaluate continuing problems and policies, collectively require the revision of our strategy. We seek here to outline the challenges and opportunities facing the city and, in particular, to present our new shorter-term priorities within the broader strategy



Sir Ron Cooke  
**Vice - Chair, Without Walls**

## 1. Our Vision and Ambitions

York, a city making history

### Making our mark by:

- Building confident, healthy and inclusive communities
- Being a leading environmentally-friendly city
- Being at the forefront of innovation with a diverse and thriving economy
- Being a world class centre for culture, education and learning for all
- Celebrating our historic past and creating a successful and ambitious future



In order to ensure York is always an attractive place to live, work and visit, we have identified six strategic ambitions that include:

### We will.....

1. Improve the physical and cultural environment of the city as a basis for community and economic development
2. Keep York's employment levels high and economy buoyant by supporting local employers, entrepreneurship, developing a diverse and sustainable economy and balanced employment structure
3. Maintain community cohesion and develop strong, supportive and durable communities
4. Ensure the process of physical development is used to improve the environmental sustainability of the city, and that growth accommodates the challenges of climate change and other built and natural environmental challenges
5. Use York's brand and position to promote the city within the regional, national and global network
6. Encourage partnerships within the city and beyond that benefit everyone and achieve mutual advantage

## 2. Our Guiding Principles

Without Walls partners are committed to making our way of life more sustainable, our communities more inclusive and enhancing the quality of life in the city. These principles will underpin all of our improvement priorities as a partnership going forward.

### **Inclusion and enrichment**

York offers a superb quality of life to residents and welcomes millions of visitors each year. The city enjoys high levels of civic participation and satisfaction from residents. There is also a higher than average number of voluntary and community groups, which are all good signs of an inclusive city. However, we know that there are pockets of deprivation and inequality within some wards and that not all services are accessible to those with disabilities. There are also some groups who do not always feel included or welcome and we are not a city free from racism. In addition York's population is changing. York has the second fastest population growth in the UK. There are increasing numbers of older people, rising student numbers and more people with disabilities or from different ethnic backgrounds.

York's key characteristic is the human scale of the city and it is important that residents and visitors alike to find York enlivening, welcoming and safe. A place where all people feel able to have their voice and point of view heard and respected. We want to be a city of neighbourhoods and communities that are tolerant and respectful, where everyone is treated fairly and there is a sense of belonging. In order to achieve this we need to gain a better understanding of the inequalities that exist and work together to address them. We will also need to target resources to the areas and groups in most need in order to reduce disadvantage and bridge the inequalities gap.

We also need to anticipate future challenges and opportunities linked to demographic change, in terms of demand for services and workforce supply. Increased demand for services, particularly health and social care, will require careful planning.

### **Reducing our environmental impact**

York has the potential to lead the way in environmentally sustainable living. We aim to demonstrate strong performance in reduction of carbon emissions, more efficient use of resources and protection and enhancement of the built and natural environment.

As a historical city, York presents distinctive challenges with regards to energy conservation and related issues such as transport planning. To succeed requires combining economic and employment growth with reduced environmental impact as well as placing expectations on individuals to adjust their behaviour. Our climate change strategy will encourage employers and individuals to meet their responsibilities. This will create challenges that involve everyone.

In order to tackle climate change, air pollution, rising food and fuel bills, resource depletion and population growth, Without Walls will focus on the energy efficiency of homes and buildings, sustainable energy and waste management. In addition, measures to support smarter travel, low carbon economy and lifestyles will be developed alongside sustainable planning and land use. Partners will also focus on actions that will enable us to prepare for living with the effects of climate change.

York has an outstanding built and natural environment, with iconic world class heritage. York's distinctiveness needs to be used to attract further investment and sustainable growth, without compromising what makes the city attractive. A key challenge will be to better reveal the principle characteristics of York and to effectively manage the impact of growth on the built and historic character of York in the future.

### 3. This is York

York, the place, offers a superb quality of life and distinct combination of scale, physical heritage, unbroken historical lineage, green space, social and cultural activities and academic excellence. Put simply the overall quality of life and sense of place that the city offers defines its distinctiveness and provides it with a competitive advantage.

#### Culturally York.....

- is a vibrant and cosmopolitan city with an international brand and reputation
- has a rich history, drawing over 7 million visitors a year with the busiest national museum outside London and acts as a regional gateway to culture
- has two universities, one of which is recognised as being within the top world 100
- is one of the best connected cities nationally
- is bidding to become a UNESCO Creative City for the Media Arts with over 250 businesses in this sector
- is a “City of Festivals” with over 40 festivals and something special happening every month that contribute over £300m annually to the North Yorkshire economy.

#### Economically, York.....

- Has a strong economy, including major employment sectors in public services, financial services, catering and tourism.
- Has an increasingly modern and dynamic economy and as a nationally designated Science City has a growing Science and Technology base, bringing the need for new skills and learning opportunities.

- Has a high employment rate and despite the recession, unemployment remains low.
- Has a highly qualified workforce, with a significantly higher proportion of the working age population qualified to Level 2, 3 and 4 than the regional or national average.
- Has a strong, independent labour market, which does not depend on Leeds as a source of employment for its residents.
- With York Northwest, has one of the largest and most exciting developments capable of making an economic impact regionally and beyond. The site has the potential to be an outstanding development of national significance (with its Accelerated Development Zone potential)
- Has house prices that exceed the regional average and are just below the national average, with private sector rents more than 100% higher than weekly rents in the social sector. Making the move from rent to buy difficult.
- With major developments at Heslington East (university) Castle/Piccadilly, Hungate, Terry’s, Nestlé South and Derwenthorpe, having the ability to build on York’s regional significance.

#### Socially, York.....

- Is experiencing substantial population growth, with projections that between the base date of 2006 and 2031 there will be a 30% population increase. This would bring the projected population for York by 2031 to 249,500.
- Enjoys high levels of civic participation and satisfaction from residents regarding York as a good place to live.
- Has levels of deprivation that are decreasing, however there are pockets of deprivation in Westfield, Clifton, Hull

Road, Guildhall and Heworth Wards that fall within the 20% most deprived in England.

- Is a safe place to live, with overall crime rates falling consistently in recent years to below regional and national averages.
- Has good life expectancy rates, with average life expectancy at birth higher than the regional and national averages.
- Has high rates of educational attainment, compared to the regional and England averages.
- Is conscious of its changing ethnic population and keen to embrace this as an opportunity
- Has a thriving third sector, with over 1,000 groups working in the city and contributing 1.5-3% of GDP

#### **Environmentally, York.....**

- Is one of only five historic centres in England that has been designated as an Area of Archaeological Importance.
- Has a transport network that faces a substantial increase in the level of demand for it over the next 25 years.
- Has carbon emissions from end users that have begun to fall (from 1.3 million tonnes to just under 1.2 million tonnes).
- Boasts a range of sites and habitats which provide for some of Britain's rarest breeding birds (e.g. Corncrake, Wood Lark and Tree Pippit) and a diverse range of plant life, recognised as being of exceptional nature and conservation value.
- Has eight Sites of Special Scientific Interest (SSSI). Two of which (Strensall Common and Derwent Ings) are also of international importance.
- Has 86 non-statutory sites of importance for nature conservation and 4 local nature reserves.

- Is environmentally aware, though keen to do much more to protect the environment and engage in the climate change agenda by looking to reduce the average resident's carbon footprint by 80% by 2050.

In considering York's future a range of 'givens' exist. These include:

- York is going to grow.
- The special characteristics of York – cultural, built and natural environment – must be enhanced.
- Our total population will grow and its composition will change.
- The level of inward commuting will continue to increase.
- We will need to plan beyond our boundaries in order to address our housing and skills needs.
- The need to tackle climate change, air pollution, rising food and fuel bills, resource depletion and build resilience to a changing climate.

The major challenges presented by these planned and predicted developments include:

- How to grow the local economy in a smart and sustainable way, with organic growth of existing businesses being particularly vital.
- Ensuring all residents and neighbourhoods share in the city's economic, environmental and social well-being.
- Making sure that skills gaps and low aspiration are addressed to minimise economic differences and ensure that local employers have a workforce with the required skill levels.
- How housing, especially low cost/affordable and family housing, can be provided within the city and beyond to meet expected economic and population growth.

- How to improve travel and transport to address congestion and increase connectivity and accessibility.
- How best to develop key sites to provide for the long term sustainable future of the city.
- How York positions itself within the Leeds City Region and York and North Yorkshire sub-region.
- How to access resources to drive ambitions when the city has a low resource base, including investment in the public realm.
- How to rebalance the economy, from one of over dependence on public sector employment and increase self employment and the number of new business start-ups.
- As a net importer of workers, to develop the city's role in influencing the learning and skills needs of individuals from York's hinterland.
- Ensuring the right infrastructure (physical, social, health, education, emergency services, energy etc) and public realm is identified to meet the long term needs arising out of new development and that they are resilient to the effects of climate change.
- To explore opportunities to share facilities between service providers.
- Exploring how infrastructure can be delivered at a time of tightening public finances (including how developer contributions such as S106 agreements can help).

## 4. Partnership Commitments

The following pages aim to summarise the contribution of the many delivery partnerships in the city in response to the challenges and opportunities facing York. More detail regarding their aims, actions and success measures can be found on the relevant theme page of the Without Walls website ([yorkwow.org.uk](http://yorkwow.org.uk)).

### York - The Sustainable City

The past 20 years have seen a growing realisation that the current model of development is unsustainable. In other words, we are living beyond our means. Based on the city's ecological footprint, York residents are living as if they have three planet's-worth of resources, instead of just one. We cannot continue to put this stress on our already depleted resources and environmental systems such as water, land and air, especially as the world's population continues to increase.

Our long term objective is that:

**York will be a leading sustainable city by demonstrating strong performance in tackling climate change, resource efficiency, environmental protection and enhancement (natural and built environments), sustainable transport and quality of life for all, and whilst respecting its special qualities and capacity for growth accordingly.**

There are significant challenges to overcome including:

- Climate change and unsustainable use of resources
- Traffic congestion and air and noise pollution

- The need to reduce waste and recycle more
- The risk of flooding in a changing climate
- Ensuring that development to meet the demand for homes and enterprise respects the special qualities and distinctiveness of York
- Loss of biodiversity

Our priorities going forward will be to:

1. Change the way we live and work in York by promoting and embedding sustainable lifestyles that will have a positive effect on the natural and built environment;
2. Conserve the natural environment in York for the enjoyment of everyone;
3. Define and communicate the special qualities of York and the distinctiveness of the city and ensure that development and growth strengthen these qualities;
4. Promote pride of place amongst local residents and support them in improving the quality of their communities.
5. Develop sustainable means of travelling within, from and to York that meet the needs of residents, visitors and the economy
6. Be a city with low levels of pollution and waste production and high levels of recycling

## York - The Thriving City

Maintaining economic growth and a strong, well balanced economy will be crucial to the future success of the city. York has been confirmed as the North's most buoyant city and is well placed to contribute to national economic recovery. However, we have challenges to address, including:

- Significant reliance upon public sector employment, highlighting the need to encourage private sector investment and employment
- Increasing competition in leisure business and tourism markets
- Skills gaps and barriers to work facing York residents in an increasingly specialised workplace environment
- The need for a modern, uncongested transport infrastructure and improved international travel connections to meet the needs of a modern, knowledge based economy
- Balancing a successful economy with high environmental standards and quality of life.

Our long term objectives are to enhance the economic well-being of the city by:

- **Being at the forefront of innovation and change with a prosperous and thriving economy**
- **Supporting the progress and success of existing businesses and encouraging new enterprises that will sustain high employment rates**

- **Ensuring that all sections of the community are able to benefit from economic opportunities**

Our priorities going forward will be to:

1. Facilitate the growth of established businesses as well as encouraging new enterprises in York
2. Facilitate a positive local business enabling environment to enable the local economy to respond positively following the recession
3. Enabling all sections of the community to benefit from business and economic opportunities

## York - The Learning City

Education is key to economic and social success. Our objectives are to ensure that:

- **All those who live and work in York have the education and skills that will enable them to reach their full potential, play an active part in society and contribute to the life, culture and economic well-being of the city**
- **York is seen as both a nationally and internationally recognised centre of excellence for education and training with an exemplary commitment to lifelong learning and an aspiration to stimulate a culture of enterprise, innovation and creativity that is second to none**

Of UK cities, York has comparatively high skill levels, with nearly 41% of working age residents having skills at NVQ level 4 or higher and only 7.9% of all residents with no formal

qualifications. However, the city also faces challenges including:

- Poor levels of enterprise activity, including the lowest self-employment rate in the sub-region
- As a net importer of workers, York's residents face increased competition for jobs
- 12.8% of children and young people are living in poverty, many in lone parent families, amongst whom there is a high level of unemployment or economic inactivity
- Whilst the number of young people not in education, employment or training (NEET) are low, a significant proportion of NEET young people have learning difficulties and disabilities

Our key priorities going forward will be to develop:

1. Skills for sustainable economic growth – to attract and nurture knowledgeable, skilled and creative people of all ages to meet the needs of a changing economy and job market
2. Skills for enterprise and an enterprising culture - to stimulate business start-ups, self-employment and an enterprising culture to match the city's growth ambitions
3. Skills for employability and financial inclusion – to tackle pockets of underachievement, lower level skills & non-participation in education, training and employment, particularly amongst the most disadvantaged and vulnerable communities. This will enable all residents to access business and

employment opportunities and maximise their life chances

4. Learning for personal, social and community development - to continue growing a thriving and vibrant lifelong learning culture in York, in order to maintain a balance of both formal and informal learning opportunities

### York – A City of Culture

York is a vibrant and beautiful city with a wide range of cultural and heritage assets, excellent open spaces and a broad programme of cultural activity, festivals and events. Our objective going forward will be:

**Build on the creative assets of the city so that York's cultural contribution is maximised and our city's culture is recognised nationally and internationally.**

**We want York to:**

- **Develop an economy where culture is a major driving force**
- **Take its place with other European cities known for their cultural attractions**
- **Provide the maximum number of opportunities for fun and inspiration**
- **Be a city where people take part in culture as a matter of course**
- **Be a city whose public spaces welcome cultural activity**

- **Invest in creative and cultural businesses to secure sustainable economic development**

In spite of York's attractive environment and status as a 'special' historic place, there are issues of development that need to be addressed:

- We need to keep pace with other European cities in improving our cultural offer for residents and visitors
- Although participation rates in cultural activity compare favourably with national data, there are many groups of people in York who do not get involved. We need to focus on these groups to get more people involved in cultural activities
- Improving our cultural offer through investment in the built fabric of our cultural institutions, heritage assets, our public realm and our intellectual and artistic skills. Not only would such investment allow us to reach the status of a "city of international significance" in cultural terms, but would also reap benefits in terms of tourism, the creative sector and overall inward investment.
- Promote a positive, inclusive and active engagement with culture.

Our priorities for the future are to be:

1. Recognised internationally as a cultural city
2. A diverse, inclusive and cosmopolitan city
3. An active and participative city

4. A city of high quality spaces both public and private
5. A UNESCO Creative City for the Media Arts.

### York – The Safer City

York is one of the safest cities in the UK and all partners engaged in community safety in the city are keen to ensure that this remains the case. Through the work of Safer York Partnership, York has seen a year on year reduction in crime for the last five years. The introduction of a Capable Guardian scheme, where agencies work together with the community at a neighbourhood level to tackle community safety priorities, has resulted in increased levels of public confidence and reduced fear of crime. Our objective is that:

**York will be a safe city by demonstrating strong performance in tackling crime, anti-social behaviour and the harm caused by substance misuse that affect quality of life for those who live, work and visit York.**

Although York is a safe city, there are still challenges to address including:

- Response to budget reductions of organisations engaged in delivering community safety
- Maintaining low levels of crime and disorder at a time when national trends predict increases across the UK
- Balancing the need to create a thriving night time economy in order to achieve economic growth with the need to reduce alcohol related violence in the city
- Legislative changes relating to crime and disorder reduction

In order to keep York safe our priorities are to:

1. Empower and encourage residents to actively participate in the life of the community and look out for their neighbours
2. Provide strong education programmes for children and young people aimed at encouraging social responsibility
3. Make certain that high visibility patrols and enforcement activities are swift and locally responsive
4. Overcome barriers of community cohesion and ensure that no-one is excluded
5. Involve residents, tourists and businesses in making York a safer city
6. Work with others to reduce drug and alcohol misuse in the city
7. Reduce the levels of anti-social behaviour in our neighbourhoods

### York – The Healthy City

Health is about being well physically, mentally and socially. This includes being able to do the things you need to do and being able to cope with change and what's going on around you. Health is something we use for everyday living, not the reason we're alive. Our objective is to be:

**A city where residents enjoy long, healthy and independent lives, by ensuring that everyone is supported to make healthy choices and, when they need**

**it, has easy access to responsive health and social care services.**

Although York has good life expectancy rates, there are still challenges to address, including that:

- There remains significantly lower life expectancy in the most deprived neighbourhoods of the city compared to the least deprived.
- Alcohol consumption is a significant health concern, both for the short term impact of excessive drinking on any one occasion and the longer term impact on conditions such as heart disease, stroke and some cancers.
- Teenage Pregnancy conception data for 2008 indicates a welcome decrease in teenage conceptions in the city. However, latest aggregated data for 2005-7 shows that there has been a rise in the under 16 rate with fewer conceptions ending in termination (56%). Particular wards have higher rates of teenage pregnancy and there is an apparent relationship with deprivation.
- Obesity levels are rising nationally and represent one of the biggest threats to future health for our population. Modelled estimates suggest that 23.7% of York adults are obese compared to 24.2% nationally.

Our priorities to improve health and well being in the city include to:

1. To further engage the community of York in the planning and development of health and social care services and pathways.

2. To jointly commission health and social care services from a variety of providers to meet the needs of the population, combining the expertise and resources of the NHS, including GP commissioners, and Local Authority.
3. To identify and address inequalities in health outcomes and in the determinants of health.
4. To prevent ill health and promote well being by supporting individuals and communities to make healthy choices, with tailored interventions for those who are least likely to make these choices:
5. To make sure that those with risk factors or with ill health are identified as early as possible and offered appropriate treatment.
6. To support individuals and their carers to have choice and control in managing their condition and to be recognised as experts in their care.
7. To develop safe, effective, quality services in the right settings, as close to home as is possible and clinically appropriate.
8. To provide care in an integrated way that allows patients to navigate their care pathway smoothly. Where appropriate integrate services.
9. To plan ahead so that the employed and voluntary workforces are skilled and supported to meet future needs.

## York – The Inclusive City

York offers a superb quality of life to residents and welcomes millions of visitors each year. The city enjoys high levels of

civic participation and satisfaction from residents. There is also a higher than average number of voluntary and community groups, which are all good signs of an inclusive city. However, we know that there are challenges including:

- Pockets of deprivation and inequality within some wards
- It is estimated that one in four adults are affected by mental health problems
- Not all services are accessible to those with disabilities
- There are some groups who do not always feel included or welcome and there are isolated incidents of racism
- 12% of York's children live in poverty.

**Our objective for the future is to continue to develop and deliver a multi-agency strategy aiming to overcome inequality and exclusion. This work includes identifying and taking steps to remove some of the barriers that make it difficult for disadvantaged groups of people to access services and participate fully in the life of their neighbourhood and city. It also focuses activity on improving the quality of life of people in York's most disadvantaged groups and neighbourhoods.:**

Our priorities going forward will be to:

1. Strengthen community cohesion
2. Reduce poverty and disadvantage
3. Develop a thriving and sustainable voluntary sector

## 5. Our Immediate Priorities

In response to the opportunities and challenges facing the city, Without Walls has identified a number of priorities that are critical to address in order to secure York's future.

### 1. Enabling Growth

The UK's economic recovery is being driven by those city economies which are strong and can compete in the global market. York has been described as the most buoyant economy in the north and has the potential to contribute well beyond its own economic area towards national growth. York sits within two economic areas, the Leeds City Region and North Yorkshire. Within the sub-region York's labour market has been defined as the city council area, Easingwold and surrounds, Selby and the villages to the north and the Wolds / Weighton / Pocklington area in the East Riding.

The abolition of Regional Development Agencies and a revised public expenditure regime has resulted in a reduced level of resources available for the public sector to lever in private sector investment. Whilst the new Local Enterprise Partnerships (LEPs) continue to develop their precise agendas, it will be important that York positions itself to drive these agendas and continue to 'punch above our weight'.

The main underlying characteristics identified in relation to York's recent economic history are:

- A growing economy prior to 2003 with the hospitality and retail sectors, finance and business services largely static since. Employment in public administration however, has continued to grow with 26% of all jobs in the city, being in public administration, education and health.

- An expanding higher education and science and technology base, with employment in the three fast-growing science and technology clusters (Bioscience & Healthcare, IT & Digital and Creative) on track to achieve a target forecast of 19,000 Science City jobs by 2026 and accounting for 16% of total employment.
- The presence of a highly skilled workforce, with 39% of residents working in higher level occupations and 36% qualified to NVQ level 4 and above.
- A high employment rate, with 78.6% of the working age population in employment between June 2008 and March 2009, higher than both the national and regional rate.
- Under average performance in growing its business base.
- A net inflow of commuters - data for 2007 shows that 26,300 people commute in to the city (27% of the city's workforce) while 13,700 commute out.

The economic future of the city is inherently tied to its ability to support existing businesses and attract new investment to York. We need to make York a place where it is 'easy to do business'; ensuring that all of the key components from a customer perspective, such as available land, legal and professional support, access to skilled labour, good transportation etc. all come together quickly and seamlessly. The role of the Universities is critical as drivers of economic success, with the start up of new enterprises linked to university research and technological developments and the fact that they act as a catalyst for high-tech inward investment activity.

Long term growth forecasts for the next decade indicate an additional 3,000 jobs for the banking, finance and business services sector, 2,000 in retailing, hotels and catering and over 800 jobs in the health sector. There is a need to ensure that the necessary skills to fill these opportunities are available in attracting the local workforce.

A general climate of businesses and lending and investment organisations being risk averse following the recession, together with increased global competition, means the city faces a number of challenges. A comprehensive and integrated approach to these challenges will be driven forward via the city's Economic Strategy. The strategy focuses on building on areas where the city's economy is competitive and creating the right conditions for growth, including the removal of barriers to growth.

A key challenge for York will be to rebalance the economy by reducing the city's over dependence on public sector employment and to provide new opportunities for expansion of the private sector. This will include increased employment in the science and technology sectors, greater development of the financial and service sector and by supporting expanding and major businesses in the city to thrive and develop.

In order to grow the economy, York also needs to embrace a more enterprising culture, based on the following principles:

- Empowering residents of all ages with the skills, knowledge and aspiration to take advantage of job opportunities and start up their own businesses
- Making it known that York is a great place to do business, invest in and for talent to remain or locate to.

## 2. Creating the environment for Growth

The city's cultural profile is nationally recognised. However, we need to keep pace with other European cities and improve investment in our heritage as a driver for economic growth and in order to reach the status of internationally significant in cultural terms. We need to increase inward investment, business development and the quality of the visitor experience in order to maximise our assets and make York even more of an upmarket tourist destination than it is now.

Figures published by Welcome to Yorkshire and Yorkshire Forward<sup>1</sup> confirm the substantial economic impact that tourism makes on the York economy – seven million visitors, supporting 22,900 jobs and creating a thriving industry worth £443 million. This incorporates the value of conference and business tourism to York, which stands at £205 million.

Investment in quality of place and maximisation of our assets will act as the catalyst for private sector investment. High quality public realm can also improve access to key development sites. It is recognised that the quality of the city centre space and its visitor experience is not as attractive as it should be given its status and role. Interventions to improve quality of space and place and open up development opportunities that link sites more effectively to the city centre are hugely important.

Current projections indicate continued growth in population and employment, which need not necessarily mean spatial growth. The city has significant land and assets within its existing boundaries. The challenge will be to facilitate development of these sites in a manner that maximises use of brown field sites and benefit to the city and the wider region. The city particularly suffers from a lack of concentration of high value office accommodation. There is also a lack of

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<sup>1</sup> York Economic Impact Study 2008

suitable premises and spaces for germination and development of creative industries, which could limit the future aspirations of Science City York. The main focus of investment should be to enhance the city centre in order to drive economic growth from the core.

There are a range of long term development opportunities that are critical to the city's future economic prosperity. These include regionally important sites such as Heslington East and York Central, through to the city centre locations of Hungate and Piccadilly which are key to increasing the vitality and economic performance of the city centre. Other sites at Terry's and Nestle South offer high quality employment uses and residential growth will be accommodated at Germany Beck, British Sugar and Derwenthorpe.

Increased growth and prosperity places considerable pressure on the city's transport network and has the potential to increase congestion delay up to 200% by 2026. Congestion stifles economic growth - it is costly to businesses, and detrimental to the health and wellbeing of our population. In the future, the transfer of inward commuting and visitor trips to the Park & Ride service, combined with restricting the availability of city centre parking, will remain a key strategy for reducing trips in the urban area. York's major scheme bid, Access York, proposes additional Park & Ride facilities and upgrading of the northern outer ring road, as well as improvements to the Bus Network, the Cycling and Pedestrian Networks and Highway Network Capacity.

Another key challenge for the city is to deliver and make the best use of housing, including the right type and mix of housing supply to meet the city's needs. Affordability is crucial given the significant gulf between average earnings and average house prices. As a result of high purchase prices private rental properties are much sought after, making

rents particularly high. Whilst stock condition in the private sector is relatively good, almost 20% of private sector stock does not meet the decent home standard. The need for suitable accommodation for the city's growing elderly population, additional pitches to meet the needs of the gypsy and traveller community and family housing rather than flats are also key issues.

### **3. Sharing Growth**

A key ambition is that there should be strong neighbourhoods and communities throughout the city where people have an effective voice in local issues, are able to influence services, get on well together and have opportunities to mix and help each other out. Everyone should feel part of the city and of their local community regardless of how old they are, how long they have lived in the city, or their background.

York has seen strong population growth over the last decade. Between 1997 and 2007, the population grew at an annual rate of 1%, in advance of the national average of 0.4%. The latest population projections for York show that there will be a 30% increase by 2031, bringing the number of residents to 249,000. The age cohorts that are expected to increase the most are for people aged 80-84 (68% increase) and 85 plus (111% increase). This increase will be consistent with the anticipated increase in life expectancy and the national trend of an ageing population, consequently the proportion of older people suffering from dementia is increasing. York's minority ethnic population also appears to be growing more rapidly than in most other areas, due in part to Higher Education and tourism. The expansion of York University is expected to increase student numbers by 5,000 from 2015 (of those it is estimated that 2000 will be from overseas).

We need to anticipate future challenges and opportunities linked to demographic change, in terms of demand for

services and workforce supply. Increased demand for services, particularly health and social care, requires careful planning. The provision of adult social care services will present as one of the biggest challenges in responding to the change of York's demography. Customer demand and growing expectations will drive a requirement for the provision of adult care to fundamentally change. The way the Council buys and directly provides services has to change. To continue unaltered would mean a £12 million rise in spending by 2020 to support the growing population of older people, and people with more complex learning and physical disabilities. Services which focus on early intervention and reablement offer residents the opportunity to live independently in their own homes for a longer period of time. Personal budgets are also giving customers the flexibility to buy the care services they need from whomever they choose, not necessarily from a 'fixed menu' of care services provided by the local authority.

The opportunities emerging from de-regulation, community empowerment and increasing social action need to be embraced. The drive now is to determine what more individuals and communities can do for themselves in order to build resilience, independence and capacity. This will include exploration of a wider range of organisational structures, particularly through the new powers offered to the Voluntary Sector through the Localism Bill. For example, service delivery through social enterprises, co-operatives, community interest companies and mutuals. Communities need to be helped to increase their sense of belonging by supporting organisations such as community centres to widen the services they offer and encourage local ownership. Together with the sector, opportunities to radically change services will be explored, putting the user first, offering real choice and producing better outcomes from the investment of public money.

These aspirations will be realised through enhanced neighbourhood management support arrangements with a view to providing a more cohesive and efficient approach to service delivery across the city. The aim is to develop the engagement of a wider range of partners, including the voluntary sector, within local areas in order to better understand local community's needs, aspirations and expectations and to integrate and prioritise service delivery. This will include creation of a Community Information Hub sharing information with partners and co-ordinating activities on the ground. Following this the aim will be to bring together community-based staff and volunteers from across the council and partner organisations into virtual teams working to deliver shared objectives. Key to the success of this approach will be successful engagement with partners both strategically and on the ground.

Although 23% of York residents do volunteer work every month, over half of residents (52%) of working or retirement age have never undertaken any unpaid help. People giving their time and energy, unpaid, for the benefit of society is a powerful force for change and essential to the effective functioning of Voluntary Sector organisations. The Sector need access to good quality affordable support in order to fulfil their potential and partners will work together to provide it, particularly York Council for Voluntary Services (CVS). Actions emanating from the Volunteering City Group's new Business Plan, the CYC Volunteering Strategy and new Volunteering Charter for York will develop a volunteering infrastructure to increase volunteering and enable people to make a positive difference to their community. In particular, Partners will ensure that the Voluntary and Community Sector is given access to relevant procurement opportunities especially in providing social care and services for young people and delivering the city's recycling and green agendas.

An essential factor affecting people's quality of life is that they feel safe and secure in their home and local area. Although not necessarily the perception, crime has been falling, and York is one of the safest cities in the country. Nonetheless, there are still challenges, particularly concerning crime hotspots, bike theft and anti-social behaviour. Neighbourhood working arrangements and area based management will have a greater role in tackling area based crime and anti-social behaviour.

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## York – a city making history – City Action Plan 2011 - 2015

Summary actions relating to each of the Partnership's priority themes are set out below, with more detail about activities planned in the City Action Plan 2011 -2015.

| <b>Priority Theme</b>                      | <b>Action 1</b>   | <b>Action 2</b>   | <b>Action 3</b>  | <b>Action 4</b>  |
|--|---|---|--|--|
| <b>Enabling Growth</b>                     | Develop the city's knowledge economy to its full potential  | To support York's existing businesses to thrive and develop whilst bringing in new companies to invest in the city and fostering emerging sectors | Drive the skills provision and workforce development approach in the city so that it supports the needs of business, the city's economic vision and ambitions of its people. | Facilitate an increase in business start-up rates in York, including social enterprises and community interest companies and cooperatives.   |
| <b>Creating the Environment for Growth</b> | Bring forward land for high quality, sustainable development and business accommodation that positively enhances the city.        | Tackle transport congestion and address air quality and travel issues in, around and across York.   | Enhance York's heritage and cultural sector and use them as a driver for economic growth.  | Facilitate a housing supply that better meets York's needs.  |
| <b>Sharing Growth</b>                      | Foster a vibrant civic society with a strong volunteering ethos, community ownership and thriving voluntary and community sector. | Embrace the city's changing ethnic make up to build strong communities celebrating our diverse cultures.  | Work with the community at a neighbourhood level to tackle community priorities.   | Promote the wellbeing of all the city's residents recognising its changing demography and in particular meeting the health and social care needs of the city's growing older population. |

## 6. Delivering our Priorities

There are many plans and partnerships within the city that have been created to address challenges and take advantage of the opportunities we face. This section sets out their individual roles in achieving the strategic ambitions and realising our vision. Membership of Without Walls is drawn from a wide range of public, private and voluntary organisations, as well as working groups established to tackle specific issues.

### Without Walls Partnership Board

The Board has responsibility for setting out and ensuring delivery of the long-term vision and Strategy for York through the City Action Plan. The Without Walls Board takes into consideration all the latest information and analysis and debates options for the city. Without Walls partners are committed to making our way of life more sustainable, our communities more inclusive and enhancing quality of life in the city. The Board ensures that these principles underpin all improvement priorities as a partnership going forward.

The purpose of the WOW Board is:

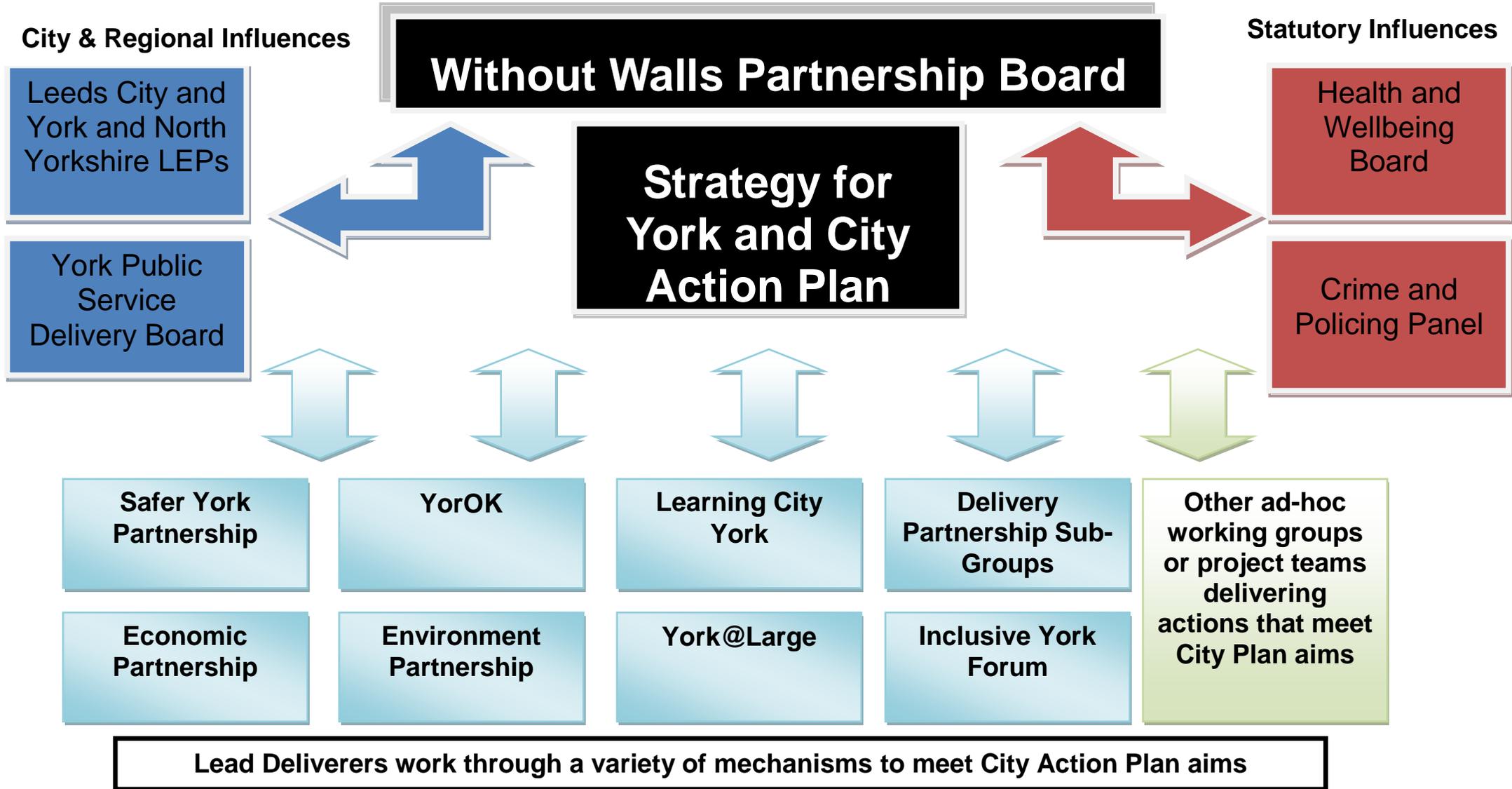
- To be a voice for York, working as ambassadors for the city and articulating York's ambition;
- Horizon scanning, taking the long view of York's future and identifying challenges and opportunities for the city;
- Setting annual priorities for York from the 4-year City Action Plan and establishing expert panels or task and finish groups to ensure delivery where necessary;
- Providing strategic direction for the WOW partnership and reviewing and evolving the City Plan to respond to changing times;
- Ensuring the principles of sustainability and inclusion are woven throughout the Partnership's work.

### Theme Partnerships

The role of the themed partnership is to oversee delivery of their element of the Strategy for York. Delivery Partnerships are also

tasked with contributing to achieving the aims set out in the City Action Plan 2011-2015.

The diagram that follows sets out how Without Walls Partners work together to deliver the Strategy for York and City Action Plan priorities.



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** 01904 551550**

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