

WITHOUT WALLS PARTNERSHIP

Meeting: 16 February 2011, 4.00pm – 6.00pm

At: The Lake House Room, The Ron Cooke Hub, University of York

ADMINISTRATION AND GOVERNANCE:

- | | | | |
|-------|---|--|-----|
| 16:00 | 1 | Welcome and apologies: | RUC |
| 16:05 | 2 | Minutes of the last meeting and matters arising: <ul style="list-style-type: none">• Policy update – for information• Towards a York Economic Vision – York Renaissance Report - Update | RUC |

MAJOR STRATEGIC DISCUSSIONS:

- | | | | |
|-------|---|---|-------------|
| 16:15 | 3 | Local Transport Plan 3 | RW /
IS |
| 16:40 | 4 | Local Development Framework Core Strategy | RW /
MG |
| 17:00 | 5 | One City Community Cohesion Strategy – Final draft | SB |
| 17:10 | 6 | The Strategy for York Review 2010 / 11 –
A. First draft York Strategy outline for discussion | SH |
| | | B. Partnership Review – discussion regarding initial findings | HB /
RUC |
| 17:55 | | ANY OTHER BUSINESS
Date of next meeting suggested as end June | |

18:00		Close	
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Agenda Item 1

Welcome and Apologies

1. Apologies have been received from:
 - Lisa Winward

Agenda Item 2

Minutes

2. Minutes of the meeting held on 24 November are attached; Partners are asked to approve them.

Matters arising

3. **Policy Update** – At the last meeting Partners received a briefing paper that set out the policy position in terms of Local Enterprise Partnerships and an overview of the impacts of the Spending Review. A summary of the policy and budgetary developments from the past nine months is included at Annex A for information. In addition, Partners have submitted the following comments with regard to the prevailing financial situation:

City of York Council

On the 24th of February the City of York Council will consider the budget proposals of Executive. The main features of the proposed budget are:

- A Council Tax freeze;
- Total increased costs/additional investment of £9.8m, such as unavoidable pay and pension pressures, supporting waste management and investment in priorities such as social care;
- Dealing with some £9.2m of Government cuts in Formula Grant, and a further £5.7m of reductions in specific grants;
- £21.1m of total savings to ensure a balanced budget, including £13.0m in new savings, following a very rigorous and difficult proposals exercise; £5.7m in compensating savings for services previously supported by the specific grants above; and £2.5m in full year effects of efficiency savings which were proposed in 2010-11.

The commencement of the health and wellbeing transition board is also key, with its four work streams to: create a health and well being board, transfer public health to local government, establish a local 'healthwatch' and create joint commissioning arrangements with GPs.

NHS North Yorkshire and York

- NHS NYY allocation increased by £25m.
- Additional funding for reablement £9.5m
- Estimated efficiency programme for 2011/12 is £56m.
- Efficiency programme based on Operating Framework which states
 - Tariff for NHS contracts will reduce by 1.5%
 - Trusts will not be paid for emergency readmissions.
- Plan is based on NHS NYY achieving break even.

Higher York

- In October, the Comprehensive Spending Review signalled that there would be cuts of 40 per cent for teaching and 12 per cent for research over the four years 2011-12 to 2014-15. Shortly before Christmas, it was announced that there would be 10 per cent cuts in teaching for 2011-12 as the first phase of the overall reduction, and that capital funding would be almost entirely removed. Institutions will be informed of their individual allocations for 2011-12 in March, which will take account of such things as: subject mix, balance between teaching and research, performance in working with business etc.
- 2011-12 will be a particularly challenging year for all institutions since they will suffer the first tranche of cuts whilst not benefiting (until 2012-13) from the impact of increased student fees which are, in part, regarded by the Government as a replacement for public funding.
- In November, the Government announced its response to the Browne Review on the funding of higher education, accepting the broad thrust of that report but with some important modifications. The main points are: home/EU student fees to be increased from £3,290 to a maximum of £9,000; where institutions wish to set fees above £6,000 they will be expected to meet strict access requirements intended to promote social mobility; there will be no 'up-front' payment of fees; loans (not means tested) will be available alongside means tested grants for those from low income households; loans will be repayable at 9 per cent of earnings above £21,000pa with debts written off after 30 years.
- Institutions will be considering setting their fee levels over the next few months but will be waiting for further information that will be contained in a White Paper due in the near future which will also set out new plans for regulation of the sector. Under competition laws, they are not allowed to seek information about each other's intentions in respect of fee levels in advance of their own announcement.

York CVS

Coalition government funding:

- The Transitions Fund – we are only aware of one York organisation eligible to apply for this £100m programme due to tight eligibility criteria. Nationally, applications have been very low for the same reason.

- The forthcoming Volunteering Infrastructure fund equates to £30k for each volunteer centre in the country, however it is likely to focus on deprivation and therefore exclude or reduce the amount available to York.
- The £10m Volunteering match fund is option but will need investment of time to secure private sector matches.
- The Big Society Bank will not open for applications until late 2011.
- Existing national volunteering funds are being diverted to the National Citizen Service and Community Organisers programme.
- The Communities First funding programme – social capital in deprived areas, will not apply
- The Coalition is explicit in 'reducing the VCS's dependence on government grants' meaning a reduction in funding is inevitable.

External funding environment:

- More charities are going for the same funding sources. Almost 7,000 new charities were created in 2009 alone.
- 43% of voluntary and community organisations have seen an increase in beneficiaries and 71% have experienced an increase in demand for services since the recession.
- Low interest rates are affecting the endowments of Charitable Trusts meaning they have smaller surpluses to distribute; same applies to charities who have their own funds to invest
- Funders are moving away from 'block' to 'spot' contracts (paying per person, not a lump sum to be used over a certain period of time) - makes it hard for charities to plan.
- 1/3 of charities have no reserves and have not developed strategies for income diversification
- Many charities have been running a 'tight ship' for some time already. National charities facing big cuts in public sector funding may impact on local delivery, e.g. CAB
- Charities spend 90% of their income on staff (compared to local government of 40%) and any reductions will immediately mean redundancies and reductions in service.
- There is an ongoing shift from grants to contracts. However as contact funding in York is amongst the highest in the UK we don't expect this to grow.
- There is less support from other organisations; e.g. Volunteering England and the national Infrastructure body NAVCA are both reducing their staff by 50%.

Job Centre Plus

- District Jobcentre Plus funding doesn't directly impact on services locally in York as services are delivered as prescribed by government - staffing levels however do impact on the 'additional' support/ projects that can be offered. However we will continue to deploy one of our lone parent advisers into York children's centres .

- A new work experience scheme has been set up by the Jobcentre for young people aged 18 - 21 , unemployed for 3 months in an effort to break the cycle of ' no job : no experience and no experience :no job.
 - A new ' Enterprise allowance ' scheme will come on line later in the year to support unemployed people into self employment. Customers will be offered loans , mentoring and continued benefit support whilst their business gets off the ground.
4. **New City Beautiful** – Partners received copies of the New City Beautiful report in November and had the opportunity to debate the issues raised with Professor Alan Simpson. Following our meeting, New City Beautiful (NCB) was considered by the council's Local Development Framework Working Group on 13 December 2010. The focus of their deliberations included the next steps, in terms of public consultation, in order to test the desirability and potential for the various proposals and projects. In addition, the LDF Working Group also considered how NCB would be used to inform key strategies, such as the Community Strategy, City Centre Area Action Plan and Local Transport Plans.
 5. Proposals for consulting the wider York community on the ideas set out in NCB include:
 - Distribution of New City Beautiful to organisations across the city, including charette attendees, Councillors, Parish Councils and the WOW network;
 - Attendance at Ward Committee Meetings in January and February;
 - A public meeting at York Theatre Royal 5-7.30pm on 21 February;
 - A summary leaflet explaining the content and requesting views on the key concepts;
 - Online questionnaire on the Council's website;
 - Articles in Your City and Your Ward and council staff publications;
 - Presentations at stakeholder group meetings on the NCB content.
 6. The Renaissance report included dozens of recommendations and interventions, both short and long term. However, it also recognises that further work will be required, in partnership with others, to develop a delivery plan to take forward the viable recommendations. Many of the report's recommendations already align with or complement studies or projects that are already in progress or have been completed. Including the City Centre Area Plan Preferred Options, Barbican Planning Statement and Footstreets extension to Fossgate.
 7. It was agreed that a summary of the key messages arising from the public consultation be reported back to the LDF Working Group in due course, along with an action plan setting out how projects and initiatives can be taken forward.

National fiscal and policy changes - Update

1. This policy briefing provides details of some key policy documents from 2010, recent regional and economic impacts and an update on significant legislation and reports due this year.

Policy Direction

2. While the major policy focus has been on reducing the deficit and the funding cuts across the public sector there is also a continuing focus on decentralisation and greater community involvement in decision making, although a great deal more clarity is needed on this. The biggest change is around health and the changing responsibilities of existing public sector organisations. The Government have continued to signal commitment to opening up the sector to a wide range of new providers including social enterprises and mutuals but again more clarity is needed. Piloting taking place in many cases seems to be related to small, distinct issues.

Centre for Cities

3. The influential Centre for Cities, an independent think tank which has successfully worked with the Council previously, has recently published its annual review "Cities Outlook 2011". The review confirms York as the North's most buoyant city and states that "York appears relatively well placed to emerge with a strong economy and to contribute to national economic recovery". This endorsement of York's relatively strong economy is reaffirmed by the following statistics extracted from the outlook, although the generally healthy picture reflects our current understanding of York's economy:
 - Of 63 UK cities reviewed only four in 2009 had a lower per capita welfare spend than York. York had an estimated per capita spend of £2186 on benefits compared to £3398 in Birkenhead as the worst performer and £1770 in Cambridge as the best performer. Economically buoyant cities such as York have the smallest welfare bills.
 - The size of the welfare bill will be reduced in every city over the coming years although York is estimated to be nationally the least affected with its projected cut amounting to an average of only £85 per person.
 - A growing city is seen as a symptom of a healthy city, as mobile workers follow job opportunities. York is the only city in the north in the top ten cities with an estimated population growth of 21 700 between 1999 and 2009 (a 12% increase). Only Milton Keynes grew at a faster rate.
 - York, with a unemployment Claimant count with 2.4% of residents claiming Job Seekers Allowance in November 2010. Only 6 Cities had a marginally better claimant count than York.
 - Small and medium sized university cities across the country tend to have the highest skill levels. York scored fifth best in 2009 of all UK cities with 40.9% of working age residents having skills at NVQ level 4 or higher, and only 7.9% of all residents (seventh best) with no formal qualifications.

4. There are a number of implications for York from the Centre for City report, although these have all previously emerged from our own local economic assessment. In a post recession economy new economic growth will depend on a strong private sector, and it will require an environment that allows business to invest, and the public sector has a critical role in ensuring an appropriate investment environment is in place through positive plans and interventions. York is involved in a number of initiatives that are designed to assist with this positive environment for investment including exploring the potential for a Growth Hub, and Technology Innovation Centre building on York's existing assets. Two specific implications from the Centre for Cities report that justify discussion include:
 - **Maintaining Economic Growth.** York's economic growth has inevitably brought with it population growth: with those with higher skills migrating towards York and remaining in York after graduation. The Centre for Cities recognise that "population growth in this sense is a sign of a healthy city economy". The provision of housing stock and a supply of employment land, have been important factors in York's economic transformation and economic growth, and are likely to be equally important moving forward.
 - **Transport Investment.** In a high skill economy, such as York, with those with higher skills and associated higher incomes, travelling greater distances to get to work, then continued investment in the transport system will continue to be significant. York should maintain an effective and efficient transport infrastructure.
5. The Local Economic Partnership is planning to discuss the issues highlighted above, and other Local Development Framework (LDF) issues, at its February meeting.

Local Enterprise Partnerships

6. The government, last October, as part of the White Paper "Local growth: realising every place's potential" announced the approval of the first 24 LEPs including the Leeds City Region LEP. The timetable for approval of the York/ North Yorkshire LEP remains unclear although there is a general view that its approval is imminent. The York/ North Yorkshire LEP now includes the East Riding of Yorkshire Council although its nomenclature has not been adjusted to date. The scope of the LEPs remains ambiguous, reflecting a desire by government for LEPs to carve out their own roles and responsibilities, although the government has emphasised that it would encourage partnerships to take a strong role in overseeing infrastructure provision, as part of an integrated approach, spanning planning, housing and transport.
7. Without any statutory powers, responsibilities or resources the LEPs are increasingly seen as organisations that will be advocacy or influencing vehicles. The following generally reflect the common view on where LEPs might focus their influencing role:
 - be the conduit for business views on how a successful environment can be created for business development (whether dealing with national issues such as business regulation or local issues such as transport infrastructure provision); and,
 - assist other organisations, including local authorities, to work together on issues which traverse boundaries.

8. If LEPs are to be influential they will need to speak from authority and the government has recently announced the availability of a national £1 million annual LEP Capacity Fund intended to provide small amounts of cash to help LEP chairs pay for analytic work to assess their economic circumstances.
9. The Leeds City Region will have announced its private sector chair prior to this meeting, and the recruitment process is underway to establish a Board. Local Authority Leaders have agreed a Board of 17 LEP Members which would include 8 Local Authority leaders (from the 11 local authority areas that are represented on the LEP). The Leader of York City Council would have a permanent seat on the Board and current private sector members include Neil McLean, DLA Piper as the Chair, Stephen Kennedy of CPP, York and Brian Cantor, Vice Chancellor, University of York. The York and North Yorkshire
10. The York/ North Yorkshire/ east riding LEP would have a Board of 15 with 9 private sector members, who are to be recruited. It would include 6 Local authority members, and the City of York council would have a permanent seat on the Board.
11. Both the LCR and emerging York/ North Yorkshire and East Riding LEP are preparing Business Plans to set out their priorities and how they would carry out their business. This process is expected to gather pace with the appointment of Board members. The LCR Business Plan will be supported by a revised strategy based on an assessment of the City Region's opportunities that can drive economic development. This approach will be helpful to York, especially with the need to maximise job and wealth creation but to minimise public expenditure, when York has a disproportionately high supply of assets that can drive economic development. The North Yorkshire/ York Business Plan is suggesting that the LEP should focus on 9 priorities of which the following are relevant to York:
 - Investing in York as an economic driver for the sub region;
 - Securing investment for the provision of broadband;
 - Promoting enterprise;
 - Investing in business tourism and the visitor economy; and,
 - Enabling the care sector to meet rising needs.
12. If the LEPs are to provide real benefits they will need to demonstrate that they have provided additional benefits for York that would not otherwise exist. For each of the above priorities we are working out what the potential benefits are to York, which will provide a benchmark in assessing the performance of the LEP from a York perspective.

Key Policy Document List

May 2010

- The Coalition Government agreement.
- Queens Speech

June

- Emergency Budget

July

- Academies Bill which received Royal Assent
- Fixed Term Parliaments Bill – which has gone to a Committee of the whole House
- Launch of Big Society
- Equity and Excellence: Liberating the NHS

October

- Comprehensive Spending Review
- Public Bodies Bill (to enable closure of Quangos)
- White Paper on Local Growth

November

- Departmental Business Plans
- The Importance of Teaching - The Schools White Paper
- Equity and Excellence : Capable Communities and Active Citizens, a Vision for Adult Social Care
- White Paper - Universal Credit: Welfare That Works

December

- Police Reform and Social Responsibility Bill
- Localism Bill
- Energy Bill
- Public Health White Paper
- Liberating NHS Next Steps
- Giving Green Paper
- Field Report on Child Poverty
- Modernising Commissioning Green Paper

January 2011

- Education Bill
- Health and Social Care Bill
- Allen Review on Early Intervention – interim report

Expected in 2011

- Welfare Bill
- Social Care Reform Bill – spring 2011

White Papers

- Public Service Reform White Paper
- Care and Support White Paper end 2011
- DEFRA Natural Environment White Paper – Spring 2011

- DEFRA – Water White Paper - Summer 2011
- Cabinet Office White Paper on Giving -Spring 2011

Green Papers

- SEN Green Paper

Other Reports

- Social Investment Strategy
- Munro Review of Child Protection – interim report 1 Feb 2011
- Review of Vetting and Barring
- Allen Review on Early Intervention – final report
- Commission on funding of Care and Support - Summer 2011
- Adult Social Care Legislation report
- DoH Strategic vision for Volunteering in Health and Social Care - March 2011



WITHOUT WALLS PARTNERSHIP Minutes

DATE	24 November 2010
VENUE	Main Hall, Priory Street Centre
PRESENT	Board Members: Cllr. James Alexander – City of York Council Brian Cantor, Vice Chancellor - University of York Tracey Carter, Asst Director (Transformation and Procurement) Sir Ron Cooke - Chair Pete Dwyer – Director, Learning, Culture and Children CYC Cllr. Ian Gillies – City of York Council Angela Harrison, Chief Exec. – York Council for Vol. Service Rachel Johns – Chair, Healthy City Board Fred Ring – York Racial Equality Network Mike Slater, Chair York Environment Partnership Chief Superintendent Colin Taylor - North Yorks. Police Cllr. Andrew Waller– City of York Council Dianne Willcocks – Chair, York@Large Gary Williamson – Chief Executive, LYNYCC
	In attendance: Scott Adams – Urban Design Skills Professor Alan Simpson Richard Wood – Asst Director (Strategic Planning & Transport)
	Secretariat: Nigel Burchell, Head of Strategic Partnerships Denise Simms, Senior Partnership Development Officer

APOLOGIES: Jayne Brown, Chief Executive – NHS North Yorkshire and York
Kersten England, Chief Executive, CYC
Jill Gibson, External Relations Manager – Jobcentre Plus
Nigel Hutchinson- Chief Fire Officer, North Yorks Fire Service
Peter Kay – Chair, Economic Development Partnership
Grahame Maxwell – Chief Constable, North Yorks. Police
Colin Mellors, University of York & Higher York
Sue Metcalfe – Chair, YorOK
Rita Sanderson – Inclusive York Forum Representative
Lisa Winward - Safer Neighbourhood Commander

1 WELCOME AND APOLOGIES

Partners thanked CVS for hosting the meeting and welcomed new member Dianne Willcocks. Apologies were received from Jayne Brown, Kersten England, Jill Gibson, Nigel Hutchinson, Peter Kay, Grahame Maxwell, Colin Mellors, Sue Metcalfe, Rita Sanderson and Lisa Winward.

2 MINUTES OF THE LAST MEETING

Minutes of the meeting held on 14 July 2010 were agreed.

MATTERS ARISING

None

3 NATIONAL FISCAL AND POLICY CHANGES - UPDATE

Partners had received a briefing paper that set out the current policy position in terms of Local Enterprise Partnerships and an overview of the impacts of the Spending Review. Tracey Carter, Assistant Director (Office of Chief Executive), confirmed that the final settlement on Local Authority spending would be announced in December, however the reduction in funding was estimated to be in the region of 17 – 18% over the next four years. However, the cuts would be front loaded, which could mean a reduction of 10.7% in 2011/12. In addition, since the cuts would be most severe in areas with high deprivation, York may have to take a bigger cut in order to soften the blow for others. Other policy implications included:

- Science funding had been frozen rather than cut, which was positive from the Science City York perspective;
- Tax Increment Financing, which would enable councils to borrow against predicted future uplifts in business rates, would present opportunities for York along with the establishment of the Regional Growth Fund;
- Transport schemes would take an increase in capital expenditure and York would benefit from East Coast mainline improvements and the high speed rail link to Leeds. In addition, York's Park and Ride bid had been included on a shortlist of projects that would be considered over the next few months;
- A scheme that would enable social landlords to charge new tenants weekly rent at 80% of market rate would have a big impact in the city since rental rates were high;
- There had been a 3% reduction in supporting people funding, which was better than had been estimated, however funding for older people's services lagged behind York's demographic profile;
- Changes to the welfare benefit system to introduce universal benefit would take up to 10 years to implement;
- The Education Bill, which had been announced hours earlier, would need further in depth scrutiny, however initial headlines included that the Young People's Learning Agency had been abolished, the Bill included radical ideas regarding school exclusions and it specified that the Local Authority was best placed to keep an overview on school performance and admissions.

Comments from Partners regarding the policy update included:

- In terms of health reforms there was very little detail as yet, other than services should be more efficient and transformational;
- The review of Higher Education Fees would be important, however the cancellation of Education Maintenance Allowance could mean that young people from more deprived backgrounds would not continue to sixth form and therefore might not progress to higher education;
- Elected Members could lobby on behalf of Partners' concerns and these should be transmitted through political channels;
- Partners were asked to consider the impact of spending cuts on local small businesses.

4 YORK RENAISSANCE REPORT

Partners had received copies of the 'York New City Beautiful' report, which had been presented to the council's Executive on 19th October. The report described a means of delivering a more accessible and attractive city through reinterpretation of key city assets:

- Rivers;
- City walls and gateways;
- Streets, places and spaces,
- The city as a park.

Professor Simpson believed that it was critical that Partners responded to the challenges presented by the report, which included partnership and leadership. This was a long term project that would take time to roll out, but it was still possible to plan for now in terms of:

- Enhancing quality of place;
- Movement and transport;
- The Green City;
- Making the most of cultural assets;
- York Central;
- The great street;
- Streets and squares etc.

Professor Simpson urged Partners not to think of York Central as a development site, but as a new piece of city, which needed to be carefully planned. In addition, that all of the other key development sites were critical, however they needed to be better joined up. He asked Partners to consider how momentum would be maintained.

Summarised comments from Partners regarding the New City Beautiful report included:

- It was a long term visionary document containing a wealth of incredible ideas;
- Strong leadership would be required to drive plans forward;
- Funding requirements were not referred to, however clarity about future direction would give investors more confidence;
- York's archaeology and World Heritage Site aspirations were not evident in the vision;
- The LDF would be the mechanism to take these ideas forward, as an LDF working group agenda item;
- The elements of the vision that could be done should be identified and initiated therefore, an action plan was needed.

Action – It was agreed that the WOW Partnership would receive an update on progress at the next WOW meeting in February.

5 LOCAL TRANSPORT PLAN 3

Partners had received a short briefing note regarding the progress made in developing the city's Local Transport Plan, including feedback from citywide consultations. WOW were asked to consider the following as a possible transport focus for the partnership:

- a. Supporting the investment case;
- b. Sharing and developing practice to support behavioural change;
- c. Integration – drawing out the links and benefits to addressing climate change and improving health and well-being.

Partners comments included:

- It was important for the city to be behind the Access York initiative as reducing traffic congestion would need collective LSP support;
- Freight shipment options were being considered;
- The sports village would be developed as part of 2nd phase of Heslington East and more car parking behind Grimston Bar would be required as a result. In addition, access along Hull Road would become more important, therefore transport and the route should be improved;
- It would be important to ensure that the plan supported a traffic free city centre and the night time economy;
- It would be important to identify quick wins, particularly issues that might already have DfT support;
- Enforcement issues should be considered as part of the Transport Plan.

Action – It was agreed that the draft Transport Plan would be discussed at the next meeting in February.

6 A) SUSTAINABLE COMMUNITY STRATEGY REVIEW 2010

Partners received a paper which summarised output from the Without Walls conference, including suggested amendments to the Without Walls vision, strategic issues and major ambitions and the short term challenges that were identified. It was noted that delivery partnerships were in the process of updating their theme sections and these should be ready by mid December. Revisions to the document would reflect the revised thematic chapters, conference output and the current changing circumstances. In addition to the main foundation document, a clear set of actions for the next 4-5 years would be developed to guide the partnership and give clarity of purpose. It was proposed that the term Sustainable Community Strategy be replaced with the new descriptor 'The Strategy for York'.

Partners comments regarding the Strategy review included:

- The Story of Place had been modified and would be introduced into the refreshed document;
- Some of the suggested amendments to the strategy text from the conference were of concern, particularly the vision amends;
- It was difficult to complete the theme chapter re-writes since legislation was still changing;
- The conference feedback would have to be looked at carefully, since some of the results seemed contradictory e.g. relating to housing.

Specific comments submitted following the meeting regarding the suggested Vision statement amendments were:

- "York: a modern international city defining history" was much weaker than "York, a city making history".
- Innovation was always creative so there was no need for the adjective.
- A "world class" centre was better than a "leading" centre.
- The phrase "world competitive" should be used if possible.

Action – It was agreed that the first draft York Strategy document would be brought back to the meeting in February for discussion.

B) PARTNERSHIP REVIEW

Partners received a paper that set out proposals to review the partnership structure alongside the review of the strategy. It was suggested as necessary in order to adjust to new circumstances and the changing landscape. It was noted that many other areas were also looking to review their partnership arrangements and Local Government Improvement and Development had released a briefing note which brought some of these views together entitled 'Re-shaping the partnership landscape'. This document and subsequent briefing notes regarding health / well-being and policing / community safety are attached for information.



LGID Partnership
landscape Briefing Note



LGID health &
well-being briefing paper



LGID Policing Briefing
Note

The partnership review would be an opportunity to make changes that might not have otherwise been considered. The project would be taken forward by the Chair of Without Walls and Hannah Brian, Head of Policy at Yorkshire Forward. It was proposed that they meet with Partnership Chairs and Political Leaders in order to discuss their views on the future direction of the LSP. In addition, Partners were asked to bear in mind the themes of economic prosperity, sustainability and community development when considering the restructure of the partnership.

Partners comments regarding the partnership review included:

- Moving from seven themes to three in the proposed short term plan – 'The Strategy for York' was well worth thinking through, although it was difficult to see how these could effectively incorporate health, police etc.
- A three tier partnership would be worse. The review should consolidate and lead to a structure that reflected the strategy;

Action – It was agreed that:

1. The secretariat would convene meetings in January between the Chair, Hannah Brian and Partnership Chairs / Political Leaders.
2. Initial findings would be reported back to the WOW Partnership meeting in February for further discussion.

7 EXECUTIVE DELIVERY BOARD PERFORMANCE SUMMARY

Partners received a report for information from the WOW Executive Delivery Board that provided details of LAA performance for Quarter 2 of 2010/11. The exceptional performance contained within it was commended.

8 ANY OTHER BUSINESS

There were no further WOW Partnership meeting dates in the diary.

Action – It was agreed that the secretariat would circulate dates for future WOW Partnership meetings.

There being no other business, the meeting ended at 6:00pm

Date of next meetings:

Without Walls Partnership 4-6pm
16 February 2011

Executive Delivery Board 2-4pm

Agenda Item 3 and 4

LTP3 and LDF Core Strategy

Summary

1. The **Local Development Framework (LDF) Core Strategy** sets the overall plan for the future development of York. It is a long term plan to manage and guide change, investment and development in York to 2031. It will steer the future identification of specific sites for development. Collectively, the policies in the Core Strategy address key issues such as:
 - Where should future development be directed to?
 - What should new development be trying to achieve?
 - How much development should be accommodated in the city?
 - Where are the major development opportunities in the city?
 - How can different types of development contribute to a more sustainable future?
2. Significant public consultation has already taken place at both issues and options stages. The next “submission” stage, in the statutory process, requires consultation on a *final* document which will be submitted by the Council to the Secretary of State. Consultation would take place after the local elections in May, comments received will be forwarded to the Planning Inspectorate for consideration at a public examination. A *draft final* Submission Core Strategy is being debated by CYC Members at an LDF Working Group meeting on 14 February. The document and the working group’s views/proposed changes are due to be considered by CYC’s Executive on 1 March 2011.
3. The LDF Core Strategy and the third Local Transport Plan are complementary in shaping a strategic approach to place making. The **Local Transport Plan (LTP3)** is also nearing completion. It has a more operational/delivery focus setting out both a long term strategy and implementation plan of specific measure to deliver transport changes and improvements within York. A summary draft LTP3 was considered on 1 February and a final draft LTP 3 is due to be considered at CYC’s Executive on 15 March 2011. LTP3 has been developed around five strategic themes which are to:
 - Provide quality alternatives to the car
 - Provide strategic links
 - Implement behavioural change
 - Tackle transport emissions
 - Improve public streets and spaces

Purpose of the Report

4. This is a timely opportunity for partners to influence the final content of these two key plans. Members of the Partnership are asked for their views and opinions on the draft LDF Core Strategy and draft LTP3. Further information is set out in the Annexes.

Annex 1 - LDF Core Strategy

1. The LDF Core Strategy has an important role to play in guiding future development and investment over the next 20 years. Hard copies will be available at the meeting if required, the full draft submission document can be found at:
<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=128&MId=5660&Ver=4>
2. *Sustainability and Heritage Appraisals* have been undertaken on the Core Strategy to assess economic, social and environmental implications and shape the proposed policies in the plan. These are also available through the above link as well as a Consultation Statement. A substantial evidence base underpins the plan and its policies. **The 'headlines' of the core strategy approach are set out below.**

Background & Vision

3. York's LDF vision has developed the Sustainable Community Strategy to ensure that York's unique character and local planning issues and challenges are taken into account. Key influences on the strategic planning of York and a LDF planning vision are summarised in fig 1.

Figure 1: Key Influence on the LDF vision.



4. The core strategy vision statement is linked to a series of objectives, which are addressed in subsequent chapters by strategic policies and targets. Following the previous 'Preferred Options' consultation the influences have been amended to reflect work on the *Climate Change Framework and Action Plan* and the publication of the *York-New City Beautiful* document. In addition, to reflect consultation responses an additional theme relating to education and training has been added.

Where should future development be directed to?

5. The Spatial Strategy chapter sets out the general principles that will underpin the distribution of future development in York. In accommodating future growth:
 - York's main urban area will be the focus for the majority of new development and fulfil a role of a 'Sub Regional City'.

- 'Large Villages' (Haxby and Wiggington, Strensall/Towthorpe and Upper and Nether Poppleton) will have limited development to support economic diversification and meet the needs for both market and affordable housing.
- Small scale development to meet local needs, such as for affordable housing, will be appropriate in 'Villages' (Bishopthorpe, Copmanthorpe, Skelton and Dunnington)
- In other 'Small Villages' and settlements only redevelopment and infill development will be supported

What should new development be trying to achieve?

6. Priority will be given to the re-use of previously developed land and buildings, a "brownfield first" approach. The proposed approach aims to ensure that the general extent of the Green Belt around York remains unchanged from that included in the draft Local Plan. The identification of sites or future areas for development will be given to locations that meet the following overall requirements:
 - York's special historic and built environment, including the City's character and setting, is preserved and enhanced,
 - Accessible to sustainable modes of travel and a range of services,
 - Flood risk is appropriately managed,
 - Nature conservation and green infrastructure is enhanced and protected.

How much development should be accommodated in the City?

7. In terms of housing there are currently about 85,000 dwellings in the local authority area of York. The Core Strategy sets out that provision should be made for just over **12,000 additional dwellings** between 2010 and 2031, which would require an annual delivery rate of 575 dwellings per year. This proposed level of housing reflects significant debates and decisions on growth, the extent of the green belt and the views expressed through public consultation at the LDF Working Group and CYC Executive. The approach to economic growth and employment land seeks to support the creation of **up to 1,000 new jobs a year**. Priority for new retail development is given to the City Centre for 'comparison shopping' (for items not bought on a frequent basis such as clothes, footwear and household goods) whilst recognising the important role of smaller centres for local 'convenience (everyday) needs'. Over the next ten years priority will be given to developing the Castle Piccadilly area (about 28,000 sq m) followed by York Central post 2020 (about 20-25,000 sq m) adding to the existing 55,000 sq m of existing retail floor space in the central shopping area.

Where are the major development opportunities in the City?

8. Eight strategic allocations and major development opportunities are identified in the Core Strategy. These will provide the focus for meeting York's development needs over the next 20 years:
 - York North West Corridor, including York Central and the former British Sugar/Manor School sites
 - Castle Piccadilly in the city centre next to Clifford's Tower
 - Heslington East, University of York expansion
 - Hungate next to the River Foss - as a new city centre quarter
 - Nestle South with research and development and residential uses

- Germany Beck as a new residential community
- Derwenthorpe as a new residential community
- Terry's as a new employment-led mixed use development

What approach should we take for different types of development?

9. The document contains a range of spatial and strategic policies grouped under the following headings:
 - York's Special Historic & Built Environment;
 - Building Confident, Creative & Inclusive Communities;
 - A Prosperous & Thriving Economy;
 - A Leading Environmentally Friendly City; and
 - A World Class Centre for Education and Learning for All.
10. Following consultation and recent evidence base work these policies include: a reviewed approach to the historic environment which also reflects the definition of heritage assets introduced by the new national guidance (PPS 5); changes to the affordable housing policy to reflect the dynamic viability model developed by Fordham Associates; an expanded economic growth policy addressing the wider definition of economic development; new renewable energy targets resulting from the Renewable Energy Strategic Viability Assessment; and new policies on education and training and air quality. Key transport infrastructure schemes and programmes are identified in the policies for an Environmentally Friendly City, joining up with LTP3.

Sustainability Appraisal

11. When producing LDFs local authorities are required to consider, at each stage of production, the impacts their proposals are likely to have on sustainable development. The Sustainability Appraisal (SA) for the draft Submission document highlights *largely positive* but some key negative effects arising from the analysis of policies.
 - The strongest positive effects identified relate to the economy as the majority of the Core Strategy Policies will directly or indirectly help to support conditions for economic success and investment, either in terms of delivering jobs or underpinning those factors that make York attractive for visitors, residents and investors.
 - The SA has also found that the policies have strengthened their approach towards achieving environmental objectives regarding the character and setting of the Historic and Built Environment, managing the impacts of climate change and improving air quality through more comprehensive inclusion of targets connected to design and construction.
 - Positive social effects are also identified through the consideration of increased accessibility to services and sustainable transport as well as a strengthened approach to positively influencing human health and well being through enhancing green infrastructure and improving air quality.
12. The SA does, however, have *significant concerns* over the cumulative effect of implementing a low housing delivery target coupled with high expectations for employment growth. In the short-term policies on the Scale and Distribution of Housing and Sustainable Economic Growth should be positive in meeting some of the required need for housing and employment. The greatest concern is for the long-term as the lower housing target could lead to associated social, economic and environmental impacts. In summary, the impact of this will be in terms of

lack of provision for market and affordable housing to meet the projected need, difficulty in providing a balance of mixed housing types, lack of a supporting workforce and the increased need for inward commuting leading to negative impacts on the transport network.

Heritage Appraisal

13. A Heritage Appraisal has been undertaken to assess what the impact of the emerging LDF core strategy would be on York's many historic assets. The Appraisal highlights the positive benefits of the proposed spatial strategy and Green Belt policy. It states that:
 - In conserving a green belt around York, and focusing development on the existing built-up area this is likely to reinforce the compact nature of the City, and substantially help retain important views from the Minster Tower – the converse is also true, affording views of Minster from outlying suburbs.
 - The policy approach will reinforce existing neighbourhoods and nodes, and set a good framework for establishing the same within new major development opportunities.

14. The appraisal proposes that strategic development proposals should be appraised and master-planned with reference to six Principal Characteristics identified in the paper: strong urban form; compactness; landmark monuments; architectural character; archaeological complexity and setting.
 - A specific point identified is the potential for tall buildings to undermine the relatively small scale of York's architecture.
 - Retail is identified as a particular concern, proposals for large scale retail development which competes with the City Centre could potentially undermine the character of the urban core through increased vacancy rates, low investment, pressure on small specialist shops.
 - The impact of new retail development on the City Centre's retail character needs to be properly tested. However, a sympathetic development proposal at Castle Piccadilly is identified as potentially bringing significant benefits improving linkages between The Eye of York and Clifford's Tower to the rest of York.

Annex 2: LTP3 Aims and Objectives

1. Set out below are the proposed aims and objectives for LTP3. These have been grouped under the 5 strategic themes and explain the core approach of LTP3.
2. A summary draft LTP3 was considered at CYC's Executive Member for City Strategy Decision Session on 1 February 2011. These papers are available through the following link - the summary draft LTP3 document is included under Item 5 as an additional document.

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=672&MId=5369&Ver=4>

3. The summary draft document also includes a more detailed implementation programme. This sets out specific priority measures and timescales i.e. its sets out what activities and investments will be undertaken at what time (subject to available funding).

Strategic Theme 1 – Provide Quality Alternatives	
Aims	Objectives
Q1. Expansion of Park & Ride as a mass rapid transit system for York	a. Increase the number of Park & Ride sites to seven to increase capacity to 5,350 spaces
	b. Associated junction improvements
	c. Associated bus priority measures ¹
Q2. Ensuring quality adaptable local public transport services that meet the needs of passengers in a changing city	a. Improve public transport service reliability, integration and attractiveness
	b. More accessible public transport information
	c. Better value fares and more ticketing products
Q3. Having a comprehensive cycling and pedestrian network	a. Complete the urban cycle network
	b. Increase / improve cycle parking
	c. A safe attractive urban pedestrian network

Strategic Theme 2 – Provide strategic links	
Aims	Objectives
S1. Ensuring the maintenance and selective improvement of York's strategic networks to support the longer-distance movement of people, goods and information	a. Improving journey time reliability on sections of the road network that experience high volumes of traffic and delay
	b. Strategic and selective improvements to the road network
	c. Expanding the public transport network to meet the demands of new commuter patterns
	d. Expanding the cycling and pedestrian network beyond the urban core

Strategic Theme 2 – Provide strategic links	
	e. Effective Management of the transport assets
S2. Ensuring that the local rail network better serves the needs of passengers in a changing city	a. Improve frequency, capacity and quality of services from Leeds, Harrogate, Scarborough and Selby
	b. Development of new stations
	c. Rail infrastructure upgrades
S3. Ensuring that York is well connected to the UK National rail network	a. Connectivity with High Speed Rail 2 (HS2)
	b. Upgrades to East Coast Main Line

Strategic Theme 3 – Implement and support behavioural change	
Aims	Objectives
B1. Promoting active and sustainable forms of travel	a. Appropriate awareness raising, advice and education.
	b. Programmes to encourage cycling
	c. Promoting the use of the Public Rights of Way network
B2. Ensuring the effective delivery of road safety through education and training support	a. Targeted road safety training and education and support
B3. Effective travel planning	a. Supporting the preparation of travel plans
	b. More effective requirements for and enforcement of travel plans

Strategic Theme 4 – Tackle Transport Emissions	
Aims	Objectives
E1. Increasing the proportion of alternatively fuelled (low emission) vehicles running within or through York	a. Having the infrastructure in place to support the use of electric or electrically assisted vehicles
	b. Encouraging the use of other lower emission vehicles
E2. Meeting the EU legal requirements for air quality (by 2021?)	a. Measures to discourage the use of more polluting vehicles
	b. Support York's Low Emission Strategy and Air Quality Action Plan

Strategic Theme 5 – Improve public streets and spaces	
Aims	Objectives
P1. Enhancing the character of public spaces, streets and corridors	a. Reinvigorate the 'Footstreets' in the city centre
	b. More Accessible Streets and key destinations

Strategic Theme 5 – Improve public streets and spaces

	c. Safer Streets
	d. New development that is more sustainable
P2. Reducing vehicle intrusion in the city centre and alterations to the inner ring road	a. Traffic management measures and controls in and around the city centre
	b. Encouraging more use of car clubs and car sharing
	c. Change the function and design of the Inner Ring Road and reduce its severance effects on the city centre
P3. Reducing vehicle dominance and improving the environment (for walking and cycling) in residential areas	a. Improve access to villages
	b. Improving the environment for walking and cycling

Agenda Item 5

One City Community Cohesion Strategy

1. The purpose of this report is to consider the draft One City Strategy which lays out York's approach to becoming a more fair, inclusive and cohesive city, to embed the underpinning principles as part of the Sustainable Community Strategy and to approve an approach to monitoring as part of existing LSP mechanisms.

Summary

2. On 14th July 2010 the WOW Executive endorsed a partnership approach to fairness, inclusion and cohesion to meet the challenges of the changing population in York. Approval was sought and given for the Neighbourhood Management Team and partners to carry out comprehensive consultation with residents and stakeholders to test and develop the draft One City Strategy principles.
3. The One City Strategy attached at Appendix 1 provides the response to the combined input of residents and stakeholders.

Background

4. Throughout 2010 consultation has been undertaken with a wide range of partners and residents in order to identify their perceptions and experiences of living and working in York. The findings from this consultation with residents are attached at Appendix 2, whilst the sample size was not scientifically adequate the findings were compared with the results from consultation with representative groups. The groups consulted included representatives from each of the priority strands who helped shape the outcomes and actions contained within the strategy. Further secondary research was used which included; Place Survey 2008, Official statistics, Joseph Rowntree Foundation, University of Salford.

Why do we need a Cohesion Strategy?

5. The Sustainable Community Strategy for **York; A City Making History 2008 – 2025** sets out the future vision for York and its residents and is currently undergoing a refresh to ensure that the strategic vision for the city is appropriate to the changing environment and associated challenges. **'Building confident, healthy and inclusive communities that are empowered to take ownership and responsibility for their area'**, is one of the draft visionary aims. The One City Strategy provides York's response to that aspiration.
6. Nationally, the Equalities Bill has placed new responsibilities on public bodies to acknowledge and respond to a much broader definition of equality. By the end of July 2011 there is a requirement for all Local Authorities to publish information to demonstrate compliance with the general duty to;

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
 - advance equality of opportunity between people from different groups; and
 - foster good relations between people from different groups.
7. There is also a greater requirement for up-to-date information on customers to improve understanding of particular needs. There is more emphasis on what individuals and communities can do for themselves and on the vital role voluntary and community sector organisations play. There are new duties to involve customers in service design and delivery and a general duty to do what's needed to ensure the well being of local residents.
8. The One City Strategy will guide partners by being clear about how we will customise our engagement with residents to improve our understanding of their needs. It highlights what residents in the city feel should happen to increase the ease with which they access services and participate and provides direction that will ensure the changing population in York continues to feel a sense of belonging despite those changes.

Delivering the ONE CITY Strategy

9. The development of the Strategy to deliver the ambitions for Communities in York has been led by the City Council, however the One City Strategy itself is owned by the Local Strategic Partnership and sets out how individual organisations and Partners working together will achieve the vision.
10. In presenting this strategy Inclusive York Forum asks members to consider the significance of it's content in relation to any activity that furthers the strategic aims for the city and endorse it as the element within the Sustainable Community Strategy that provides the guiding principles for ensuring a cohesive future in York.

Recommendations

11. The WOW Partnership is requested to;
- Consider and make final comments on the draft One City Strategy (with a view to agreement of the final version alongside the Strategy for York in June 2011).
 - Embed the underpinning principles for a cohesive approach when planning and delivering services that contribute to strategic vision as part of the refreshed Sustainable Community Strategy.
 - Agree the development of an approach to monitoring progress that merges with existing LSP mechanisms.

City of York One City Strategy 2011-2015

Overview

This strategy sets out our ambitions for York as a place where people feel a strong sense of belonging and inclusion, are treated fairly, are able to actively participate in the life of the city and have their contributions valued.

It has been developed by York's local strategic partnership¹, a group of organisations working to improve the quality of life of local people.

The strategy has three core aims:

- **Community cohesion:** Ensuring we have good community relations and that different people and groups get on well together.
- **Fairness and inclusion:** Ensuring people are treated fairly and are able to access the services and opportunities they need to lead full and active lives.
- **Participation:** Creating opportunities for all residents to participate in local decisions and shape how services are delivered. Supporting them to develop their own solutions to local issues when they want to.

¹ The LSP aims to ensure all citizens feel included in the life of York by tackling poverty and other forms of exclusion and making sure services and facilities are accessible to all. It includes a wide range of public sector, voluntary sector and business organisations.

Why do we need a strategy?

York is widely regarded as a thriving, attractive city providing a good quality of life for local residents. There is a strong sense of civic pride, relatively low levels of inequality and high levels of satisfaction with opportunities to influence decisions².

We know the majority of residents are relatively affluent and healthy. Unemployment is low, educational attainment high and the city is generally safe compared to other areas³.

Whilst the overall picture is good some issues do exist. We know not everyone feels included in the opportunities available and that some people have very different life chances and outcomes to others. We know some people can find it difficult to access certain services and some feel less connected to the place they live.

In addition, York's population is changing. York has the second fastest population growth in the UK⁴. Within this there are more people from different ethnic and national backgrounds⁵, increasing numbers of older people, rising

² Place Survey 2008

³ York Vision and Sustainable Community Strategy 2008-2025 pp8.

⁴ Centre for Cities - Cities Outlook 2011.

⁵ Official statistics estimate York's black and minority ethnic population is around 6%. However, a study undertaken by the Joseph Rowntree Foundation in 2009/10 estimated it could be as high as 11%.

student numbers and more people with disabilities. These trends are set to continue.

Change is not new to York. The city has successfully reinvented itself throughout history; be it Roman colonisers, Viking invaders or railway magnates and the industrial revolution. The city's increasing diversity is a key strength and one that will secure its position as a modern, vibrant and adaptable city of the future.

Increasing diversity brings with it new challenges, such as how to engage and consult diverse groups, how to ensure services remain relevant and how to harness people's unique contributions.

Ensuring everyone feels valued, is treated fairly and is able to fully participate remains an ongoing challenge, but one the city must rise to if it is to remain a place where people love to live and are proud of.

The wider context

As well as a changing population, ideas about fairness and opportunities for involvement have changed. People are more aware of their rights and responsibilities as citizens, expect to exercise choice in the services they access and are increasingly assertive when services do not meet expectations.

The government has sought to reflect these changes in national policy.

The Equalities Bill has placed new responsibilities on public bodies. There is now a much broader definition of equality covering the strands of age, disability, ethnicity, gender, gender identity, belief and sexual orientation.

There is a greater requirement for up-to-date information on customers to improve understanding of particular needs. Better knowledge must lead to action, if necessary through additional support for some individuals and groups.

Government has long supported the trend for services to be more personalised. This means services built around the specific needs of individuals or groups. The approach offers people more choice and leads to improved outcomes overall. Personalisation requires a detailed understanding of customer needs and preferences so that services can be effectively targeted.

Building on previous approaches the current government's 'Big Society' agenda seeks to give more power back to individuals and local communities. Measures in the Localism Bill⁶ aim to make it easier for people to get involved in civic participation and volunteering. Public bodies such as local councils are being given more freedom to determine their own priorities and to act on them and soon GP's will shape the way health services are delivered based on their understanding of what patient's need. There are new duties to involve customers in service design and delivery and a general duty to do what's needed to ensure the well-being of local residents. There is a much stronger emphasis on the vital role voluntary and community sector organisations play and how all organisations create opportunities for volunteers to support their own communities.

⁶ 2011

Appendix 1

Government hopes their reforms will give individuals and community groups the freedoms and tools to improve their local areas

'For the Big Society to work well, it's important that people get on with one another, feel some kind of attachment to the area in which they live and are involved in the decisions that affect them.' - Andrew Stunell, Communities Minister

Work already underway

Tackling economic and social exclusion and promoting cohesion, fairness and participation have been central to our the work for many years.

To start with, we have sought to understand the needs of local people and particular groups through detailed research. Recently this has included assessments of:

- BME and migrant workers needs.
- The needs of York's ageing population.
- Gypsy and Traveller needs.
- Customer profiling in York's more deprived areas.
- Marginalised young people, children and family needs.

This work, along with information gained from ongoing resident consultation, has provided a strong evidence base on which we've built our strategies and plans.

The list of strategies below is just a taste of the work underway⁷. All significantly contribute to our aims of a more cohesive, inclusive and involved city.

- Anti Poverty Strategy and Fuel Poverty Strategy.
- Economic Development Strategy.
- Homelessness Strategy.
- Older People's Strategy.
- Children and Young People's Plan / Teenage Pregnancy Strategy.
- Plan for People with Learning Disabilities.
- Sport and Leisure Strategy.
- Volunteering Strategy
- Community Engagement Strategy.

This strategy builds on this excellent work.

What we want to achieve

We will work towards delivering our three core aims over the next four years. We have listed the outcomes we'd like to see under each aim and will use these to measure how well we've done.

We've also listed actions we need to complete in order to achieve these outcomes. The actions are underpinned by the following principles:

- Good knowledge and information about local needs.

⁷ A more complete list is available from Sandra Forbes, City of York Council Corporate Policy officer 01904 552018

Appendix 1

- Services effectively targeting resources and being responsive to the communities they serve.
- Partners working together to increase the opportunities people have to make a real difference.

Core aims:

1. Community Cohesion - Ensuring we have good community relations and that different people and groups get on well together.

The results of the last Place Survey⁸ were very positive. A majority of those responding felt York was a cohesive place. They had a strong sense of belonging both to the city and their local neighbourhood.

There are already many excellent examples of community cohesion work in York. In particular, work to build understanding through the linking schools project, food and cultural events and the many well grounded community and voluntary sector projects.

Whilst the overall picture is positive, we must not be complacent. The pace of change is swift and we must encourage respect and acceptance to help communities avoid tensions arising. We know there are some issues we must address and some groups that are more at risk of encountering difficulties with acceptance. These include:

- Migrant workers, who can sometimes be subject to negative myths about their impact on the local jobs and services.

- Gypsy and Traveller households, who can experience prejudice that limit their life chances.
- Some student households living off-campus where there is concern about their impact on the local neighbourhood.
- Young people, especially 18-24 year old males in some areas of the city who can feel they are unfairly labelled.
- Black and minority ethnic households, who because of their dispersed location across the city may sometimes feel more isolated and at worst subject to racially motivated hate crime.
- Lesbian, gay and bisexual people that may experience prejudice, harassment or verbal and physical abuse.
- People who may experience discrimination, harassment or bullying because of their disability.

Outcomes - the things we'd like to see:

- Communities celebrate what they have in common.
- Communities are tolerant and understanding of differences.
- People are willing and able to stand up against discrimination, hatred and intolerance.
- People trust one another and organisations to act fairly.

Actions - the things we need to do:

- Raise the profile of the diverse communities of York locally and in the city centre through cultural events that celebrate those communities and develop greater understanding and appreciation of diversity.

⁸ The Place Survey 2008

Appendix 1

- Create a joint approach to supporting communities experiencing tensions by ensuring people know what to do to resolve conflicts and promote tolerance.
- Support those living in and working with communities to build confidence in challenging prejudice.
- Dispel the myths surrounding disadvantaged and excluded groups.

Success measures:

Headline measures:

- % who feel they belong to their immediate neighbourhood (PS NI2)
- % who agree people from different backgrounds get on well together (PS NI1)

Sub measures:

- Actions addressing specific issues identified above.....

2. Fairness and inclusion - People are treated fairly and able to access the services and opportunities they need to lead full and active lives.

The last Place Survey showed that, overall, people are treated fairly and are able to access the opportunities available. The Cities Outlook 2011 report⁹ ranked York in the top 10 cities with the lowest level of inequality between residents.

There is excellent work ongoing to ensure economic prosperity, good access to housing and other important services and to protect the

most vulnerable. There is good information about peoples different needs and this is used to target additional services where necessary.

There are over 3,000 voluntary organisations in York that provide much needed support, advice and activities that respond to the differing needs of local residents.

Whilst we celebrate the good progress made, we know there are some people and communities that can find it more difficult to access the services they need and less opportunity to fulfil their potential.

Whilst ensuring fairness and inclusion for all we must focus our efforts on those we know are most at risk of disadvantage and exclusion. These include:

- Some older people, who tell us that whilst they feel included they could do with better information and advice on housing and support options to live independently.
- Specific neighbourhoods, who can feel more excluded due to issues such as low income, poor health, crime or fuel poverty.
- Young people who are not in education, employment or training or who face other challenges such as homelessness or teenage pregnancy.
- BME households and migrant workers, who can find it harder to know about and access services.
- Gypsies and Travellers, who can find it harder to secure access to good accommodation and health care.
- Carers, who may need additional support and recognition.

⁹ Centre for Cities - Cities Outlook 2011

- People with disabilities, including those with mental illness, that may need additional support to live and participate in community life.

Outcomes - things we'd like to see:

- Peoples information gathered and used to improve services based on who and where they are and their needs.
- Peoples inequalities highlighted as important to address by everyone (the communities they live in, the providers of services and the decision makers).
- Resources targeted to areas and groups of people we know can be most at risk of disadvantage and exclusion.

Actions - things we need to do:

- Undertake further research to understand the issues faced by disadvantaged and excluded groups.
- Strengthen ward partnerships to bring in those who can best respond to gaps in delivery and ensure services are targeted at groups with the most need.
- Identify where and what type of disadvantage there is in neighbourhoods and communities and working with those communities to develop and deliver solutions.
- Bring together all our data and knowledge so that we know who is in our communities, what services they are using and how they need us to improve.

Success measures:

Headline measures:

- Inclusion measures tbc
- Inclusion measures tbc

Sub measures:

- **Actions addressing issues identified above..**

'Local people doing it for local people.' - Participant at an Inclusive York Forum community cohesion event.

3. Participation - Creating opportunities for all residents to participate in local decisions and shape how services are delivered. Supporting them to develop their own solutions to local issues when they want to.

The city has a long and admirable tradition of resident participation. According to the Place Survey, York is the third highest local authority in the country whose residents feel they are able to influence decisions.

There are many excellent examples of good quality engagement undertaken with residents by the council and its partners. Newsletters, questionnaires, events, workshops and focus groups make up just a few of the ways we engage with communities. The participatory budgeting process linked to Ward Committees is considered one of the best in the country.

The Take Part pathfinder project is an excellent example of how effective engagement with children and young people is helping to raise their awareness of the democratic process.

Appendix 1

The Equality Advisory Group helps us improve where, when and how we engage local people so that anyone who wants to influence decisions, shape services and take greater responsibility for their neighbourhood is able to do so.

We know from surveys and talking with communities that some residents need additional support or want different options to help them engage and participate effectively. In taking forward our work on participation we must be particularly mindful of the following issues:

- As the population diversifies we need a wider range of ways for people to participate in local issues.
- Some people and communities are more difficult to engage with than others. We need to be more creative in the choices we offer children and young people, vulnerable households and those from more disadvantaged communities.
- We need to share information gained from participation more readily to avoid people being asked to engage more than they need to.
- Some people and communities will need more support than others to tackle the issues that affect them.
- Local volunteer groups and social enterprises have a key role to play in the future developing and delivering services to the community.

Outcomes - things we'd like to see:

- Understand the people that live in the city and the challenges they face.
- Ensure that York is a place where people have the opportunity to shape their neighbourhoods and to be active citizens and volunteers.

- Ensure that people who experience disadvantage or exclusion feel there are opportunities to participate and to develop and deliver their own solutions.

Actions - thing we need to do:

- Encourage organisations to work together to share data and information.
- Use a range of engagement methods to ensure everybody can be involved in the life of the city.
- Build on existing information and co-ordinate surveys and other engagement processes.
- Ensure community and voluntary organisations are supported to fulfil their role in helping to build strong neighbourhoods.

Success measures:

Headline measures:

- % who have been involved in decisions in local area in past 12 months (PS NI 3)
- % who agree they can influence decisions in their local area (PS NI 4)
- % who have given unpaid help at least once a months in past 12 months (PS NI 6)

Sub measures:

- Actions addressing particular issues identified above..

'If you want people to feel connected to their communities, proud of their communities then you give people a real say over what happens in

their communities and the power to make a difference.'
- Eric Pickles MP Secretary of State for Communities and Local Government.

Who was consulted in developing this strategy?

Initial consultations with the Inclusive York Forum wider membership group highlighted some of the key issues. This builds on other consultations and work done around the city with local residents, service providers and elected members. This has been brought together in the One City Strategy. The strategy will support the ambitions for York contained in the Sustainable Community Strategy.

Where next?

This strategy has been developed to steer us through the challenges facing York in the coming years. The priorities are based on our current understanding of communities and will be reviewed and revised as we increase that understanding. We will work with partners to deliver activity that responds to the actions in this strategy and continue to consult to make sure we are reflecting what communities really feel.

We will review progress at least annually and review our desired outcomes by December 2014.

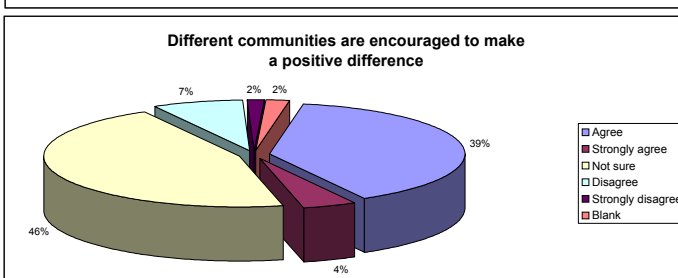
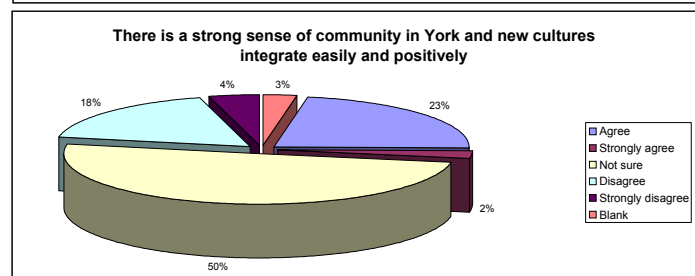
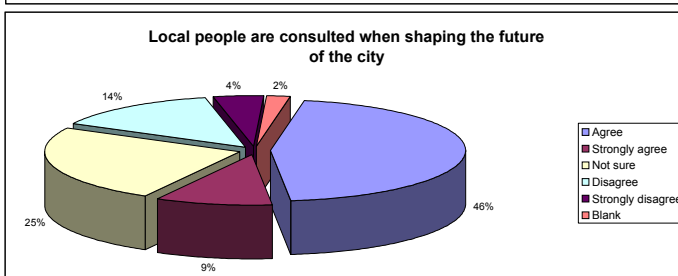
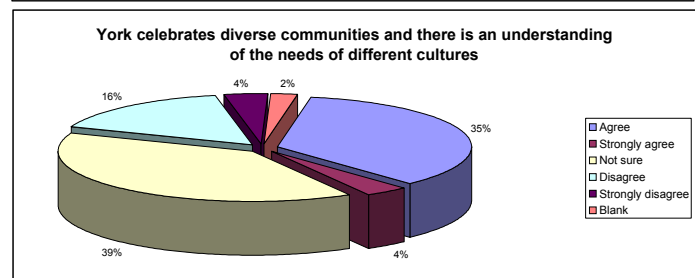
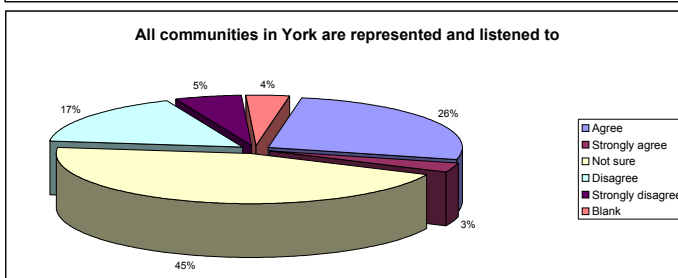
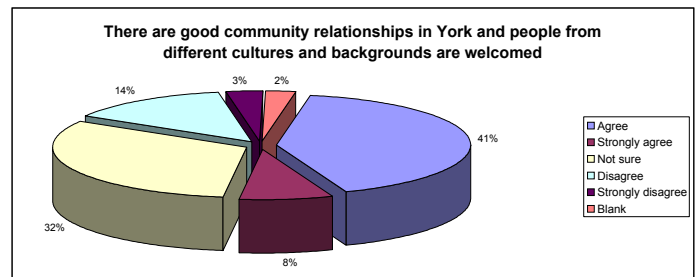
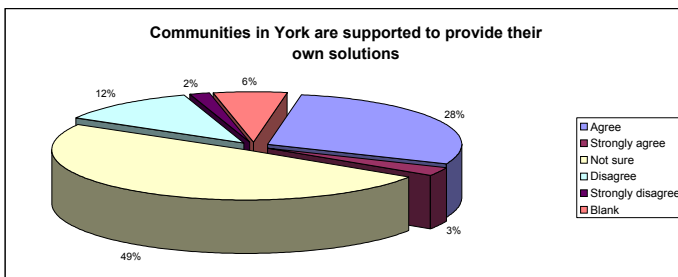
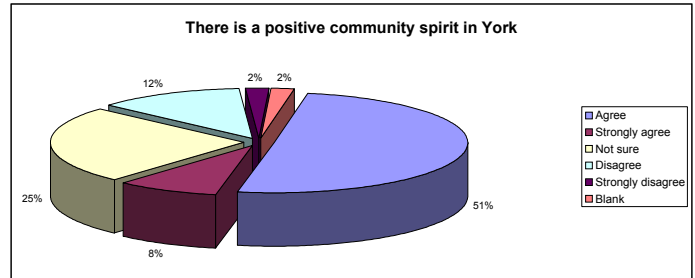
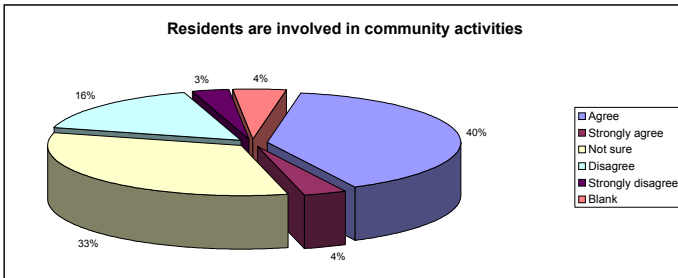
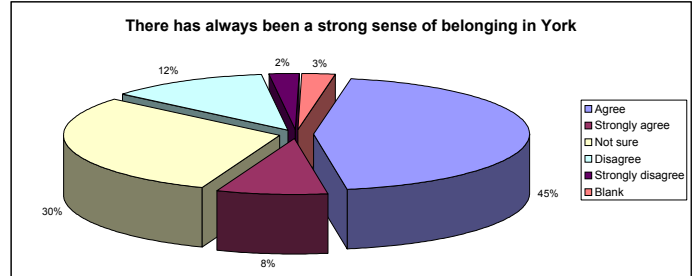
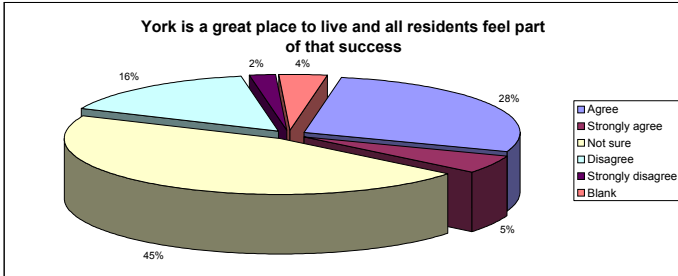
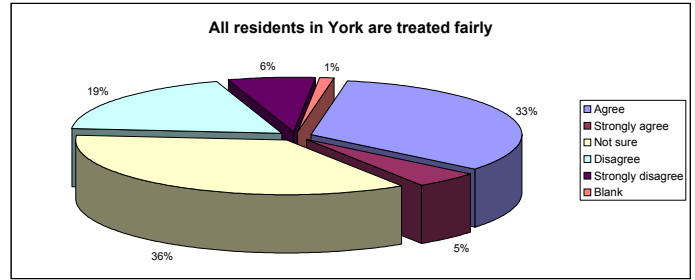
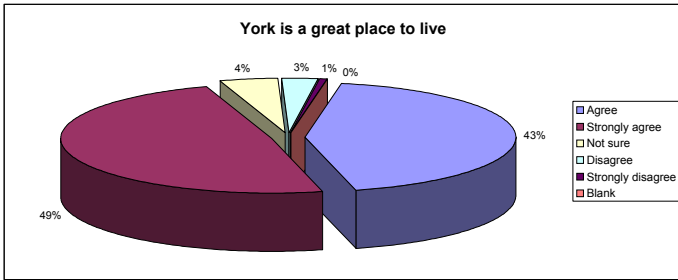
Contact details

For more information about this strategy contact:

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Agenda Item 6A

The Strategy for York Review 2010

1. At the last Without Walls Partnership meeting in November Partners received a paper which summarised output from the Without Walls conference regarding views on the current 'front-end' content of the Strategy. This included suggested amendments to the Vision, strategic issues and major ambitions and the short term challenges that were identified by delegates. It was also noted that delivery partnerships were in the process of updating their theme sections and these have now been incorporated into the document.
2. It was agreed that the term Sustainable Community Strategy be replaced with the new descriptor 'The Strategy for York'. In addition, that the revised document would contain a clear set of priorities to guide the work of the partnership over the next 3-5 years.
3. An initial draft of the Strategy for York is presented at Annex A for discussion and debate. Suggested amendments to the document are included merely as a starting point and are based upon:
 - Output from the Without Walls September 2010 conference;
 - The Story of Place evidence base 2010;
 - Updates of the theme chapters;
 - Policy influences;
 - Recent strategies and plans.
4. The suggested amendments attempt to slim down and simplify the document and include:
 - a. Revised scene setting text and baseline data (Pages 4 – 8)
 - b. Slightly amended Partnership vision (Page 9)
 - c. Revised strategic ambitions (Pages 9 – 13)
 - d. Removal of the major issues and cross-cutting challenges section
 - e. Inclusion of LDF related issues in the scene setting section (Page 8), enabling removal of the specific LDF chapter.
5. Scene setting and baseline data – Chapters one and two include text that sets out:
 - What has changed since the last strategy;
 - Scene setting facts about York;
 - A range of 'givens' regarding York's future;
 - Major challenges facing the city;
 - LDF influence and challenges.

6. **Partners’ views on the scene setting chapters are invited.**

7. The Vision has been added to in light of comments made at the conference and following suggestions made at the last WOW Partnership meeting in November.

ORIGINAL VISION STATEMENT
<p>York: a city making history</p> <p>Making our mark by:</p> <ul style="list-style-type: none"> • Building confident, creative and inclusive communities • Being a leading environmentally-friendly city • Being at the forefront of innovation and change with a prosperous and thriving economy • Being a world class centre for education and learning for all • Celebrating our historic past whilst creating a successful and thriving future
REVISED VISION STATEMENT
<p>York: a city making history</p> <p>Making our mark by:</p> <ul style="list-style-type: none"> • Building confident, healthy and inclusive communities that are empowered to take ownership and responsibility for their area • Being a leading environmentally-friendly city and striving to reduce carbon emissions • 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 whilst creating a successful and ambitious future

8. **Partners’ views on the revised vision statement or suggestions to perhaps develop a different statement are invited.**

9. The strategic ambition headings are broadly similar, apart from slight amendment to the wording for two, the merger of two and the introduction of a new ambition as follows:

ORIGINAL STRATEGIC AMBITIONS	NEW STRATEGIC AMBITIONS
We will use York’s distinctiveness as a way to improve the city further by enhancing its physical and cultural qualities as a basis for community and economic development	We will improve the physical and cultural environment of the city as a basis for community and economic development

We will keep York's employment levels high and economy buoyant by supporting local employers, developing a diverse economy and balanced employment structure.	We will keep York's employment levels high and economy buoyant by supporting existing employers and encouraging new ones, developing a diverse economy and balanced employment structure.
We will maintain community cohesion and develop strong, supportive and durable communities.	Ambition remains unchanged
We will endeavour to balance physical growth and environmental sustainability with responsible choices in respect of climatic and environmental challenges	Ambition remains unchanged
New Strategic Ambition	We will respond to profound changes in the demographic make-up of the city
We will assert our role as an important regional city	We will use York's brand and position to promote the city within the regional, national and global network
We will use York's brand and position to promote the city within the global network	
We will encourage partnerships within the city and beyond that benefit everyone and achieve mutual advantage	Ambition remains unchanged

10. The text below the strategic ambition headings has been re-written in order to incorporate the issues and challenges set out at Annex B. **Partners are asked to:**

- a. **Comment on the new strategic ambition headings;**
- b. **Consider whether the issues and challenges are correct and whether others should be incorporated;**
- c. **Comment on whether the revised strategic ambition text fully and adequately reflects the issues and challenges listed.**

11. The revised strategy incorporates an initial suggestion as to the short term priorities that the partnership could focus on over the next 3-5 years. These priorities are based on comments from the Without Walls conference, where mutual concerns from across the partnerships were highlighted. In addition, challenges emphasised by the updated Story of Place and delivery theme chapters have been introduced as follows:

SUGGESTED SHORT TERM PRIORITIES
<p>Economic Planning</p> <ul style="list-style-type: none"> - Articulating the city's ambitions / global positioning - Rebalancing the economy – increasing private sector employment / developing an enterprise culture - Development of cultural ambition - Action planning arising from New City Beautiful - Build up knowledge and creative sectors
<p>Sustainability</p> <ul style="list-style-type: none"> - Promotion of low carbon economy and sustainable lifestyles - Adapting to climate change - Reducing traffic congestion
<p>Increasing the capacity of the voluntary and community sector</p> <ul style="list-style-type: none"> - Develop future capacity to deliver public services - Infrastructure support and premises - Volunteering opportunities and initiatives
<p>Narrowing the gap</p> <ul style="list-style-type: none"> - Educational attainment - Health inequalities - Earnings
<p>Responding to demographic change</p> <ul style="list-style-type: none"> - Assessment of increased demand for services - Workforce planning - Housing need

12. Partners are asked to comment on the suggested short term priorities.

13. The draft document contains revised theme chapters that have been updated over the past few months. Some of the chapters are in draft form and there will be opportunity to develop these further as the policy landscape becomes clearer. Also, as priorities are agreed, it will be important to focus on new partnership measures of success. Some delivery chapters already include suggestions as to what could be measured and it will be important to consider these when developing the new performance management framework to replace the Local Area Agreement, following agreement of the strategy.

14. Partners are invited to comment on the review of partnership targets and to make any final comments about the document as a whole.

Proposed Next Steps

15. It is suggested that Partners' comments from this meeting be incorporated into the initial draft and then re-circulated. This version can then be discussed and debated further within delivery partnerships and Partner organisations. Comments on the draft should be fed back to the Secretariat to enable the draft to be developed further over the coming months. Text relating to future governance and performance management arrangements will be developed and incorporated as the connected reviews regarding each of these issues unfold and are informed by the Strategy review.
16. Going forward it was proposed that the Strategy for York be refined and developed following this meeting for approval by the Board in May 2011. It is now suggested that the usual partnership meeting in May is cut and that consultation and development of the strategy extends, beyond the local elections, through to June 2011. This will allow more time to develop the actions that the Partnership will take over the next three years to deliver the Strategy for York. These will be set out in the accompanying City Plan 2011-2014, which will be influenced by:
 - The Council's Budget position and priorities;
 - Direction of travel of Government;
 - The needs and aspirations of York residents as set out in the Strategy for York;
 - Post election political leadership and manifesto.
17. It is proposed that a WOW Partnership meeting is convened at the end of June at which the Strategy for York and City Plan will gain final approval. It is anticipated that, following endorsement by Partner agencies, the Strategy and action plan for York will be re-launched in September 2011.

York – a city making history

The Strategy for York

2011 – 2025

Foreword (to be reviewed)

York is reinventing itself. When this has happened in the past, whether by Roman colonisers, medieval monarchs, or railway magnates, the changes were planned and accompanied by growth. So it is today.

This, the second city strategy, builds on recent achievements, recognises some challenges and issues, and defines our major ambitions. It embraces the views of the city's strategic partnerships, various commissioned reports, and the ideas we have gained from hundreds of people in the community. I am grateful to everyone who has helped in its preparation.

It is important that this strategy influences the quality of life and well-being of residents and embraces the needs of a changing population. Consequently, the strategy will set the context for all other significant strategies and action plans that impact on the economic, social and environmental welfare of the city.

We have tried to build the strategy on York's distinctiveness. We have unique historical resources that are a key to attracting not only visitors, but also residents, students, investors and entrepreneurs; we have outstanding economic and academic successes, and major new areas of employment, such as those in Science City and the financial services; we have excellent opportunities for development, including major 'brown field' sites; and York must build on its substantial achievements in cultural, social, health, educational and other community activities. At the same time, there are real problems to be tackled, such as those arising from traffic growth, environmental impact, poverty and the provision of 'affordable' housing. The plan will eventually include the full Local Development Framework, our local physical plan, a vitally important document that displays, amongst other things, the areas where growth will be permitted, and development constrained.

The plan looks ahead to 2025. But it is not set in concrete. It will be kept under constant review, and the tasks we have set will be monitored by the Without Walls Partnership, and implemented by the Executive Delivery Board of the partnership.

The strategy comes in two forms: a short, printed version, and a full text that is available on the web (at: www.yorkwow.org.uk). In addition, and also on the web, we have attached as appendices, several complementary documents that have helped us prepare the plan.

Sir Ron Cooke

Chair, Without Walls

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1 The Strategy for York

What is the Strategy for York?

The aim of the Strategy for York is to set out a long-term vision for the local area based on what matters most to people. The main purpose of the document is to bring a wide range of individuals and organisations together who will work to improve quality of life and ensure that impact on the environment is minimised.

This is the third Strategy prepared by 'Without Walls' (York's Local Strategic Partnership). Without Walls is the name of the group of people who have agreed to work together and jointly develop the shared vision for the city. The Partnership is made up of representatives of public, voluntary and business organisations in York.

What has changed since the last strategy?

Circumstances have changed dramatically in the short time since the last Strategy was produced. Key differences for the city include:

- The changing demography and the growing population of older people in the city;
- Declining prospects for young people to secure employment as they leave school, college or university;
- Increasing focus on development of a globally competitive 'offer', based on York's world class city status, which can be used to secure prosperity going forward;
- The shift from 'Big State' to 'Big Society', deregulation and localism, alongside the sweeping away of what had been seen as restrictive bureaucracies and quangos. The drive now will be to determine what more individuals and communities can do for themselves in order to build resilience, independence and capacity;
- The need to rebalance the economy away from dependence on the public sector through the growth of private sector employment;
- Response to the changing policy agendas around health and social care, education and criminal justice, alongside drastic reductions in public sector funding.

The cumulative effect of these changes is a need to refresh the Strategy in light of the prevailing circumstances. The following 'story' provides an overall context for the new Strategy. It seeks to outline the challenges that the city is presently facing, and gives some indication of those that may lie in the future.

2 York's 'Story of Place': The evidence base

The city of York offers a superb quality of life to residents, welcomes millions of visitors and has a thriving economy. It also has a 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.

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 gateway to the region and the north;
- has two universities, one of which is recognised as being within the top world 100;
- is one of the best connected cities nationally.

Economically, York.....

- Has a strong economy, including major employment sectors in 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;
- Is the most buoyant city in the north and well placed to contribute to the national economic recovery, which is identified by the Centre for Cities.
- Has a high employment rate and despite the recession, unemployment remains low;
- Has average resident earnings that are lower than the national average;
- 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;
- 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;

- Has universities that between them generate over 10% of all jobs in the York Unitary Authority area, with a total income gain associated with their presence of £388 million;
- With major developments forthcoming at Heslington East (university) Castle/Piccadilly, Hungate, Terry's, Nestlé South and Derwenthorpe, will further the ability to build on York's regional significance;
- Has seen the abolition of Yorkshire Forward, the Regional Development Agency, and seen York join the Local Enterprise Partnerships for the Leeds City Region and York / North Yorkshire.

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, with anticipated increases in the older age brackets and mirroring the national trend of an ageing population. 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 bid to be included on the UK tentative list of world heritage sites based on the quality of the city's archaeological deposits;
- 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 (Per capita reduction of 13% from 2005 - 2008);

- 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 – built and natural environment – must be enhanced;
- The city's total population will grow and its composition will change;
- The level of inward commuting will continue to increase;
- There is a need to plan beyond York's boundaries with partners in order to address housing and skills needs;
- There is an urgent need to respond to fiscal and capacity changes.

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

- How York can strive for sustainability, tackle climate change and conserve its special qualities and develop economically and physically;
- How to grow the local economy in a smart and sustainable way, with organic growth of existing businesses being particularly vital;
- To plan for the impact of the city's changing demographic profile, particularly in terms of the ageing and growing ethnic population;
- 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 continue to improve quality of life, health and well-being and high levels of safety;
- 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 and infrastructure;

- How to rebalance the economy by driving private sector growth and capitalising on an enterprise culture;
- As a net importer of workers, to develop the city's role in influencing with partners the learning and skills needs of individuals from York's hinterland;
- To understand the policy implications of 'Big Society' for York and embrace the opportunities emerging from de-regulation, empowering neighbourhoods, enhancing low carbon growth and sustainable communities;
- How to develop the city's cultural and creative 'offering';
- To assess our capacity to deliver priorities for the residents of the city across partners and organisations through shared and joined up services and to review our approach to performance and data sharing.

In terms of the physical development of the city, a great deal of progress has been made on the Local Development Framework (LDF) over the last few years. Consequently, subject to suitable resources being in place and political endorsement, the council could have an adopted Core Strategy in place by June 2011 and a full suite of LDF documents in place by April 2012, which will effectively form the physical manifestation of the York Strategy. When the City Centre Area Action Plan (AAP) is adopted (early 2012), it will be the first comprehensive plan for the city centre since the Esher Report of the late 1960's.

Key issues in developing the LDF through to adoption will be:

- Ensuring the right infrastructure (physical, social, health, education, emergency services etc) and public realm is identified to meet the long term needs arising out of new development;
- To explore opportunities to share facilities between service providers (linked to Community and Place-based budgeting). The City Centre AAP in particular may provide some opportunities;
- Exploring how infrastructure can be delivered at a time of tightening public finances (including how developer contributions such as S106 agreements can help);
- To link the LDF with other investment and delivery strategies in the city (e.g. the Local Transport Plan; the Local Investment Plan developed with the Homes and Communities Agency; the major schools capital investment programmes etc);
- The impact of changed planning policies from the new coalition government. In line with the new 'localism' agenda, the abolition of Regional Spatial Strategies and allowing local authorities to set their own housing targets. There is also a stronger focus on protecting the greenbelt.

3 Vision and Strategic Ambitions

Our Vision

The Vision for York was initially developed following extensive consultation through what was termed a 'Festival of Ideas' in 2003. Hundreds of residents and visitors took part in producing a vision for the future. The Without Walls Partnership updated the vision in 2010 to ensure that it remained valid for York.

York: a city making history

Making our mark by:

- **Building confident, healthy and inclusive communities that are empowered to take ownership and responsibility for their area**
- **Being a leading environmentally-friendly city and striving to reduce carbon emissions**
- **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 whilst creating a successful and ambitious future**

The vision of the Partnership is based on the assumption that 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. It is proposed that these need to be preserved and enhanced to ensure York is always an attractive place to live, work and visit. As a result we have identified seven challenging, strategic ambitions.

Our Strategic Ambitions

<i>We will improve the physical and cultural environment of the city as a basis for community and economic development</i>
--

York's visual landscape sets the scene for the city's individuality. This is not just confined to the prime conservation area in the main city centre, it also includes the strays and 'green wedges' that surround York as well as the conservation areas beyond the city walls.

York's distinctiveness needs to be used to attract further inward investment, economic development and physical growth, without compromising that which makes the city attractive. The LDF Core Strategy, LTP3 and New City Beautiful provide the starting point to improve the distinctiveness, vitality and sustainability of York. Addressing movement in and around the city will be a key priority. The LDF will create a permanent green belt for York that will

endure until at least 2030. Its aim will be to preserve the special character and setting of the city. The potential of the New City Beautiful proposals and projects will be tested before putting forward a long-term plan that can be delivered over the next 20-30 years as funding and investment are secured. This will provide clarity on the city's priorities and ambition and, in particular, will clarify the role of key development sites across the city in a planned and coordinated way. This will include strong focus on green infrastructure, nature conservation and open spaces, alongside quality design and enhancement of streets and public spaces.

The city's cultural profile is nationally recognised. However, we need to keep pace with other European cities and improve investment in our heritage and public realm in order to reach the status of internationally significant in cultural terms. Should York be successful in its bid for World Heritage Site designation this will increase inward investment, business development and the quality of the visitor experience.

We will keep York's employment levels high and economy buoyant by supporting existing employers and encouraging new ones, developing a diverse economy and balanced employment structure.

York has a successful and diverse employment structure that is important in ensuring the future prosperity of the city. We want our economy to remain competitive and be high performing when compared and measured regionally, nationally and internationally. A hallmark of our prosperity will be that it is available for all of York's communities and neighbourhoods. In order to achieve this, the Partnership believes the economy needs to be mixed in terms of specialties, scale and sectors. We will also be responsive to existing employers needs, especially when they need to grow to succeed.

We plan for our economy to continue to grow and diversify. Our economic success will be based on the knowledge economy, tourism, retail, building, education, manufacturing, healthcare and financial/professional services. The creative sector's contribution to York's sustainable economic future will be developed. Cultural activities will help develop skills, talent and job creation. Creativity will be nurtured and opportunities for graduates developed in order to drive innovation across the cultural, scientific and economic sectors. York also aims to strengthen its role as a quality shopping and entertainment destination through key developments such as Castle Piccadilly and the York Central site.

York's skills mix is amongst the best nationally, with forecasts to 2016 suggesting that this will continue. Sectors forecast to increase in terms of output and employment in the period to 2020 include professional services, banking and finance and health. It will be important to ensure that skills are developed to support these growth areas.

The city's economy is heavily dependent on public sector employment and, in view of the extensive spending cuts within public bodies, this is a major cause for concern. As the public sector contracts then a key priority over the next decade will be to increase private sector jobs growth to rebalance the economy. In addition, there is a need to address the city's under average performance in growing its business base by increasing the number of business start-ups. Consequently, the need to stimulate self employment and an enterprising culture to match the city's growth ambitions will be a key priority going forward. This makes the need to make opportunities and sites ready for private sector investment all the more urgent.

We will maintain community cohesion and develop strong, supportive and durable communities.

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.

We want residents and visitors alike to find York 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 promote inclusion.

We need to understand the policy implications of localism and 'Big Society' for York and embrace the opportunities emerging from de-regulation, community empowerment and increasing social action. Enhanced neighbourhood management support arrangements are being tested 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 communities needs, aspirations and expectations. Volunteers will be valued and opportunities and initiatives will develop through a high quality volunteer infrastructure.

Another key challenge for the city is to deliver and make the best use of housing, including the right type and mix of housing to meet the city's needs. Affordability is important since there is a 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. The need for family housing rather than flats is also an issue. The aim will be to ensure the development of sustainable neighbourhoods, which provide

attractive living environments that are well connected and have access to jobs and services, such as education, health care and leisure opportunities.

We will endeavour to balance physical growth and environmental sustainability with responsible choices in respect of climatic and environmental challenges

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 medieval 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 Without Walls will focus on the energy efficiency of homes and buildings, sustainable energy and waste management. In addition, measures to support smarter travel choices, 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.

We will respond to profound changes in the demographic make-up of the city

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 range expected to increase most is people aged 80 plus. 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. In addition, the lower birth rate for the period 2001-2003 will impact on services such as education and the expansion of York University is expected to increase student numbers by 5,000 from 2015.

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, will require careful planning. In addition, housing need, especially of vulnerable adults, older people and students will have to be considered in order to ensure supply to meet these needs.

We will use York's brand and position to promote the city within the regional, national and global network

In a global economy and networked world, York has the potential to enhance its reputation as an international city for business, research, training and culture and should promote international networking. The city needs to develop a strong identity that sends out a powerful message to investors regarding York's intentions. A strong and integrated brand for York will be key in attracting new businesses to the city and becoming world competitive. The aim will be to develop a message that sells all that York has to offer to developers, including its skilled workforce, outstanding heritage, world class centre for education and vibrant retail and cultural offer.

The city's influence and responsibilities extend beyond the administrative boundaries of the York area. Sub-nationally, York plays a critical economic role within the Leeds City Region, North and East Yorkshire. As a net importer of workers, the city's role in influencing, with local partners, areas such as transport, skills, housing, spatial planning and innovation is key. York will continue to assert its status and role with key representatives and stakeholders through bodies such as the Local Enterprise Partnership and through bids to the Regional Growth Fund.

We will encourage partnerships within the city and beyond that benefit everyone and achieve mutual advantage

The implications of organisational, budgetary, political and societal changes are enormous. Never has it been more important to deliver services to customers in an efficient, integrated and effective way. Integration between city partners will lead to joint commissioning arrangements and joined up service delivery, which use resources more efficiently. We also need to review our approach to performance and data sharing in order to ensure that resources are targeted towards those that need them most.

The role of the voluntary and community sector in public service provision has come to the fore and it will be important to build the capacity of the sector to ensure that they are prepared to deliver services, where they are best placed to do so. In planning for the future it will also be important to collaborate with the private sector in order to access resources to drive our ambitions, including investment in the public realm and infrastructure improvements.

4 Short term priorities

In response, Without Walls has identified a number of short term priorities that are critical to the future success of the city and will need to be addressed if we are to achieve our strategic ambitions and realise the vision.

- **Economic Planning**
 - Articulating the city's ambitions / global positioning
 - Rebalancing the economy – increasing private sector employment / developing an enterprise culture
 - Development of cultural ambition
 - Action planning arising from New City Beautiful
 - Build up knowledge and creative sectors
- **Sustainability**
 - Promotion of low carbon economy and sustainable lifestyles
 - Adapting to climate change
 - Reducing traffic congestion
- **Increasing the capacity of the voluntary and community sector**
 - Develop future capacity to deliver public services
 - Infrastructure support and premises
 - Volunteering opportunities and initiatives
- **Narrowing the gap**
 - Educational attainment
 - Health inequalities
 - Earnings
- **Responding to demographic change**
 - Assessment of increased demand for services
 - Workforce planning
 - Housing need

5 Delivering the Vision

There are many plans and partnerships within the city that have been created to address the challenges and take advantage of opportunities we face. Without Walls' role is to bring the issues that have been identified as being most important to the attention of the partnerships and encourage them to work together to improve quality of life.

Delivery Partnership priorities are set out under the themes of:

1. The Sustainable City
2. The Thriving City
3. The Learning City
4. A City of Culture
5. The Safer City
6. The Healthy City
7. The Inclusive City

The specific results hoped for within each of these themes, over the period 2011 - 2014, are set out on the following pages. Targets against each have been set and Partners regularly monitor progress towards these goals.

York – The Sustainable City

Objective

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.

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. From the loss of biodiversity with the felling of rainforests to the increase in carbon dioxide emissions from the burning of fossil fuels to heat our homes or power our cars. Our way of life is placing an increasing burden on the planet and changing our climate.

Based on the city's ecological footprint, York residents are living as if they have 3 (TBC with SEI) 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.

The goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations.

Sustainability is all about living within our environmental limits – living within the planet's environmental limits whilst also creating a fair and just society.
(UK Sustainable Development Strategy 2005)

Challenges facing the city

- Unsustainable use of resources.
- Climate change.
- Loss of biodiversity and the need for an eco-system approach to securing a healthy natural environment.
- Ensuring that development to meet the demand for homes and enterprise respects the special qualities and distinctiveness of York.
- Traffic congestion, public transport, and air and noise pollution.
- The need to reduce waste and recycle more.
- The risk of flooding in a changing climate.

We need to make a decisive move toward more sustainable development. This is the aim of this chapter, and includes tackling climate change by

reducing city-wide carbon emissions, using resources, such as waste, water and energy, more efficiently, protecting and enhancing the natural and built environment and further development of sustainable transport networks.

Aims and Actions

1. To 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.

- To emphasise the need for everyone in York to take responsibility for reducing their carbon and ecological footprints and the impact of their actions and purchases on the local and global environment.
- To lead the implementation of the city's Climate Change Framework and Action Plan which will reduce carbon dioxide and other emissions across the city by 80 percent by 2050 and prepare and adapt York's communities and businesses for the likely impacts associated with climate change
- To support local food, products and services.

2. To conserve the natural environment in York for the enjoyment of everyone

- To develop green infrastructure by planning linkages between open spaces that maximise their benefit to wildlife and people.
- To protect and enhance water, soils, biodiversity, landscape character and environmental quality of the York area
- To improve the City's Sites of Importance for Nature Conservation [SINCs] and Local Nature Reserves (LNR) through management plans.
- To create a Biodiversity Action Plan for York by 2012
- To increase the amount and quality of publicly accessible green open space.
- To complete and implement the Rights of Way Improvement Plan.
- To create a Tree Strategy for York by 2012
- To support measures to reduce the risk of surface water and river flooding in a changing climate

3. To define and communicate the special qualities of York and the distinctiveness of the city and ensure that development and growth strengthen these qualities

- To ensure that the Local Development Framework reflects and supports achievement of aim 3 while reflecting the needs of local people and businesses.
- To conserve and enhance York's historical and archaeological wealth and setting.

- By 2012, develop a Heritage Strategy that will define the management of the heritage of York.
- To produce a Conservation Area Appraisal and management plan for each Conservation Area.
- To create a permanent Green Belt for York that preserves its character and setting.
- To make sure through planning policies and guidance that all future developments are sustainable in location, design, construction and operation and in keeping and improving the standards of the natural and built environment

4. To promote pride of place amongst local residents and support them in improving the quality of their communities.

- To encourage the improvement of the environment at neighbourhood level through Ward Committees, Parish Councils and other community groups.
- To understand, represent, enhance and preserve the character of suburban areas and villages.
- To enable everyone in York to engage with, enjoy, conserve and enhance the natural and built environment for the benefit of present and future generations
- To secure local access to the natural environment for physical activity, health and the wellbeing of all communities.

5. To develop sustainable means of travelling within, from and to York that meet the needs of residents, visitors and the economy.

- To increase the uptake of sustainable transport modes across the city through quality alternatives to the motorcar including quality cycling and pedestrian networks and quality bus experiences.
- To reduce, by progressive planning, the distances people need to travel for all purposes
- Strive towards the creation of a sustainable public transport network that is of the highest quality, reliable and priced in the public interest.
- To manage traffic volumes and speed levels in the city with the aim to reduce the noise, congestion, emissions, accidents and the visible intrusion of motor traffic.

6. To be a city with low levels of pollution and waste production and high levels of recycling.

- To promote techniques and methods for producing less domestic, commercial and industrial waste, and to maximise the proportions of waste going for reuse, recycling and composting.
- To create a low emission strategy for the city by 2012

Success Measures

- A progressive reduction of York's Ecological Footprint from 4.72 to 0.94 hectares per person including the associated reduction of carbon footprint from 12.61 to 2.52 tonnes per person by 2050(2006 baseline)
- An improved sustainable transport system (via a basket of local indicators:
 - 3A Local Bus Services (NI 177), which measures the passenger journeys per year within York-
 - 8A City Wide Cycle usage-
 - 8B (revised) Pedestrians Crossing the Inner Corden, which measures the number of pedestrians entering the city centre
 - 9A (i) Park & Ride Usage - Total Passengers per year
- A 40% reduction in CO2 emissions by 2020 (2005 baseline) and 80% reduction by 2050
- Residual household waste per head (old NI 191)
- Household waste reused, recycled and composted
- Annual mean background concentrations of nitrogen oxides
- Improved local biodiversity - active management of local sites (old NI 197)
- Adapting to climate change (old NI 188)
- Conservation Area Appraisals undertaken
- Flood and surface water management (old NI 189)

York – The Thriving City

Objective

To continue 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.**

Challenges facing the city

- Significant reliance upon public sector employment, highlighting the imperative of encouraging private sector investment and employment;
- Maintaining York's position as a market-leader in the development of knowledge and science based industries in an increasingly competitive global economy;
- Increasing competition in the leisure and business tourism markets;
- The on-going reduction of employment in York's manufacturing base;
- The need for increased investment in the city's heritage and tourism industry;
- Bringing forward quality employment sites and office accommodation particularly within the City Centre, whilst recognising the availability of significant brownfield land outside the City Centre and the need to provide flexibility and choice;
- Skills gaps and barriers to work facing York residents in an increasingly specialised workplace environment;
- Need for a modern, uncongested transport infrastructure and improved international travel connections to meet the needs of a modern, knowledge-based economy;
- Balancing and using the successful economy to achieve high environmental standards and quality of life, taking account of the commitment to limit any impact on the carbon footprint of the city;
- Reductions and changes to the way government procure and contract services from the voluntary and community sector.

Aims and Actions

- 1. Facilitating the growth of established businesses as well as encouraging new enterprises in York.**

- To further develop York as a centre for leading edge, modern, knowledge and science-based businesses. We will achieve this by increasing the levels of start-ups, spin-outs and growing businesses through Science City York business development and skills development programmes, with close collaboration between higher education institutions and business;
- To encourage further investment and increased employment by existing companies based in York, particularly working with key companies of strategic importance to the local economy;
- To be ranked as an international quality leisure and business visitor destination. This will be achieved through the leisure and business visitor market being developed further by focused marketing activities; by encouraging investment in the heritage, cultural and conference infrastructure; by improving visitor information services and by developing sector specific skills, all co-ordinated through Visit York;
- To support and develop retailing in York, particularly through enhancements to the city centre of York;
- To further develop the finance and business sectors, particularly through developments in the city centre and York Central;
- To encourage the development of new enterprises, including social enterprises, in the city;
- Through joint working to promote York as a destination for high value external investment.

2. Facilitating a positive local business enabling environment (institutional and infrastructure) to enable the local economy to respond positively following the recession.

- To ensure that all business support services are well connected;
- To develop strong mechanisms to engage with local businesses to ensure a thorough understanding of their needs, opportunities for investment and growth;
- To ensure a range of sites and premises to provide sufficient choice to meet the needs of existing and incoming companies, particularly through the completion of the Local Development Framework, work of the Renaissance team, and City Centre Action Plan;
- To seek improvements in local transport to meet business needs;
- To maximise the opportunities for the local economy presented by the delivery of public services;
- To maximise the economic benefits at a local level through collaborative work, particularly in view of emerging Local Enterprise Partnerships.

3. Enabling all sections of the community to benefit from business and economic opportunities.

- To enhance skill levels to meet business needs through partnership working, particularly through the Learning City Partnership and Higher York;
- Addressing the issue of economic inclusion and worklessness so that as many residents as possible can benefit from new economic opportunities;
- To support the voluntary and community sector in their efforts to facilitate economic and social inclusion.

Success Measures

- Overall employment rate and rate of unemployment compared to regional and national rates.
- % of businesses surveyed who are satisfied with York as a premier business location.
- Working age people on out of work benefits.
- Working age population qualified to at least NVQ level 4.
- Average earnings of employees in the area.
- Maintain percentage difference between York and regional median and 25% percentile figures for residents pay in York (av. gross weekly earnings).
- VAT registration rate.

York – The Learning City

Objectives

- **To ensure 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.**
- **To ensure that 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.**

Challenges facing the city

- Traditional manufacturing continues to decline, with growth in the financial, business, and insurance service sector, the hospitality, tourism and retail economy and a science, technology and knowledge based sector that is competing in a global economy.
- Between now and 2014 new job opportunities are expected to rise most rapidly at Level 4 and above, remain fairly static at Level 3, increase slightly at Level 2 and rapidly decrease at Level 1 and below, albeit the greatest volume of jobs will be still be at Level 2.
- In many employment sectors, job opportunities will be created as older workers retire. Not all of these, however, will be attractive to the younger labour market. These include Health, Education, Manufacturing, Retail & Business Services.
- On a number of proxy indicators York displays poor levels of enterprise activity, including the lowest self-employment rate throughout the sub-region – 9.6% of people aged 16+ against a regional average of 12.1% and a national average of 13.1% (Annual Population Survey, 2009).
- A much larger proportion of York firms than average see creativity, innovation and leadership and management skills as key to their organisations' competitiveness.
- As a net importer of workers to the city at all job levels, York's residents (both now and in the future) face increasing competition from non-York residents and increased travel to work mobility is critical.
- 4450 children and young people aged 0 – 19 are living in poverty in the city. Whilst this is a smaller percentage (12.8%) than the regional (21.4%) or national (20.9%) figure, York has a higher percentage who live in lone parent families (66%) amongst whom there is a high level of unemployment or economic inactivity

- Whilst the number of young people aged 16-19 that are not in education, employment and training (NEET), is the lowest in the North of England, we have in common with many Local Authorities a significant proportion of NEET young people with learning difficulties and disabilities.
- At ward level, 8-12,000 residents live in eight Super Output Areas (SOAs) that fall within the 20% most deprived areas in England in terms of income, education, skills and training (IMD 2008), and are characterised by low aspiration, high levels of intergenerational worklessness, and multiple barriers to work.
- 8,600 (6.8%) of the working age population have no formal qualifications (Annual Population Survey, 2008) which, though far reduced from the 12.1% figure of 2006 and better than both the regional and national averages (13.4% and 12.4%), remains high with approximately 25,000 (20%) people of working age experiencing numeracy and literacy problems
- National research indicates that a community with a diverse range of both formal and informal learning raises, for example, levels of family and social cohesion, active citizenship, health and well-being

Learning City has identified four key priorities to ensure that York maintains the high level contribution that education, learning and training can provide to personal fulfilment, social cohesion and economic growth for **all** residents.

P1. Skills for sustainable economic growth

- We need to attract and nurture knowledgeable, skilled and creative people of all ages to meet the needs of a changing economy and job market

P2. Skills for enterprise and an enterprising culture

- We need to stimulate business start-ups, self-employment and an enterprising culture to match the city's growth ambitions

P3 Skills for employability and financial inclusion

- We need to set learning and skills within the context of a social and financial inclusion agenda and 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

P4 Learning for Personal, Social and Community Development

- We need 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

Aims and actions to address the four key priorities

1. Overall Provision

- Schools, colleges, universities and training providers will continue to improve the quality and choice of learning, skills and training provision in York, aspiring to be outstanding for all types of provision to meet the needs of children and young people, adults, families, communities and employers (P1, 2, 3 & 4)

Children and Young People

(0-19 and up to 25 for young people with disabilities)

2. To give our children the best start in life, even before they reach school, City of York Council will:

- Provide a high quality early years experience and maximise, for example, the value of the network of nine children's centres that now cover all families in the city to provide access to health, education, social services and other support for child development. (P1)
- Develop and implement a city-wide child poverty strategy and action plan in partnership with other agencies across the city by March 2011, with the aim to eradicate child poverty and the cycle of inter-generational poverty and its impact by 2020 (P3)

3. To increase the achievement, aspirations and life chances of all children and young people at every stage in their education, City of York Council will:

- Continue to use innovative and targeted interventions at school and pupil level at key stages 2, 3, and 4 in primary and secondary schools, with a focus on raising attainment levels and narrowing the gap for the most vulnerable and disadvantaged learners (P1 + P3)
- Continue to work with schools, families, communities, employers and other agencies to improve life chances for all children and young people, by implementing school improvement strategies and interventions that provide, for example, access to a range of personal development, challenge and enrichment activities, including aspiration-raising activities, enterprise and volunteering opportunities, health education and careers information, advice and guidance (P1 + P2 + P4)
- Work more closely with parents/carers and families to raise their awareness of the changing options and opportunities available to children and young people focusing, in particular, on the changing nature of economic opportunities and the job market (including self-employment), employer skills needs and travel to work distances (P1 + P2)

4. To enhance the employability and enterprise skills of young people, particularly at age 16 and 18, the City of York 14-19 Partnership will:

- Develop a broad, balanced and high quality curriculum and training offer across the city, ensuring that there are strong links with and appropriate training facilities for York's economy and the employability and enterprise skills that key employment sectors require (P1)
 - Focus, in particular, on provision for those learners whose needs are currently less well served, including young people with learning difficulties and disabilities and those seeking success at lower levels of attainment. (P3)
 - Ensure that programmes and Information, Advice and Guidance connect ambitious aspirations, personal development and 'well-being', to economic opportunity (including self-employment and social enterprises) and up to date labour market information, particularly for those students seeking to stay local (P1 + P2)
- 5. To increase the number of young people actively engaged in education and training, particularly between the ages of 16 – 19, the City of York 14-19 Partnership will:**
- Develop appropriate learning and training provision to ensure that as many young people as possible participate in education, employment or training to the age of 17 by 2013 and to age 18 by 2015, with a particular focus on increasing the number of apprenticeships and 'roll on, roll off' innovative flexible provision for in-academic year start dates at different levels (P1)
 - Make available targeted learning opportunities, advice, guidance and support in order to meet the needs of those young people facing additional barriers, in particular those with learning difficulties and disabilities, and to facilitate their transition into adult services and support. (P3)
- 6. To assist in developing an appetite for study through to higher education, particularly amongst 14-19 year olds, Higher York and Aimhigher will:**
- Continue to develop and promote local flexible progression routes to and through higher education for both young people and mature learners. (P1)
 - Continue to target raising aspirations programmes at young people living in the most deprived areas of the city, particularly amongst young males for whom the progression rate to HE is below the national average (P3)

Employers, Self Employed and Working Age Adults

- 7. To support the growth of established employers and new enterprises (including Social Enterprises and Community Interest Co-operatives), Learning City and Higher York in partnership with colleges, universities, training providers, employment and business support agencies and employer networks will:**
- Ensure that training and workforce development programmes address both the existing and emerging skills and recruitment needs for all sectors and employers of the York economy (P1)

- Strengthen access to flexible high quality training and Continuous Professional Development opportunities (including coaching and mentoring) for innovative leaders and managers (P1 + 2)
 - Articulate both the business and personal development benefits of investing in skills in order to increase the employer and individual commitment to and investment in skills (P1)
 - Work closely with employers to increase the number of Apprenticeships for young people and adults (P1)
 - Make it easier for businesses and the self-employed to access products and services available within York's universities, colleges, training providers and employment support services (P1)
 - Develop strong mechanisms to 'broker' employer skills and recruitment needs between providers, agencies and networks engaging with employers in the city, in order to source and develop solutions, filling gaps in provision and services locally and avoiding duplication (P1)
- 8. To increase the number of graduates linked to local job opportunities that match their abilities, Higher York will:**
- Develop improved links with local employers in defined sector areas and increase the number of graduate internships with local businesses (P1)
 - Develop a York recruitment portal, in partnership with Science City, to support matching local talent with local jobs and skills development opportunities (P1)
 - Support underemployed people, including recent graduates, who are seeking to work at a higher level (P1)
- 9. To enable all adult residents to access business and employment opportunities, Learning City partners including Job Centre Plus, City of York Council, Future Prospects and other employment support agencies and training providers will:**
- Provide access to a range of training and skills programmes for unemployed and economically inactive adults seeking work, including work and life skills training, sector specific training, basic skills (IT, literacy and numeracy), work placements (including volunteering opportunities) & employer led pre-employment training (P3)
 - Target additional activity and employability support to address the skills gaps and barriers to work facing adults in the most disadvantaged neighbourhoods and those who are most vulnerable such as adults with mental health issues, lone parents, ethnic minority communities and adults with learning difficulties and disabilities (P3)
 - Ensure that training programmes and Information, Advice and Guidance connect aspirations, personal development, motivation and 'well-being' to economic opportunity (including self-employment) and financial inclusion (P2 + P3)
- 10. To assist in stimulating higher levels of start-ups and self-employment, Learning City and Higher York partners, working with**

York Enterprise, Science City, NYBEP and other business support agencies, will:

- Promote the value of all forms of enterprise (including social enterprise and community interest co-operatives) and self-employment as a positive work choice to those at school, college and university, as well as working adults, those not in work and older residents (P2)
- Ensure that business start-up, enterprise and self-employment learning and training opportunities and information, advice, guidance and support are accessible to all those at school, college and university, as well as working adults, those not in work and older residents (P2)

Families, Individuals and Communities

11.To redefine and grow a balanced offer of both formal and informal learning in York that provides opportunities for personal, social and community development, Learning City partners will (P4):

- promote the value of informal learning in its own right, for personal development, health and well-being
- promote the value of volunteering and community action
- promote and develop the opportunities provided by community and voluntary groups
- promote and develop the opportunities provided by the cultural and heritage sector
- help individuals to set up self-organised learning groups
- increase the number of opportunities for learners over the age of 50 (recognising York's ageing demographics)
- provide informal learning opportunities that develop work-related skills and support adults progress into work, including self-employment
- develop learning pathways and more transparent progression routes for adults to move from informal learning, including volunteering, to accredited opportunities at entry level through to higher education

Success Measures

- Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4
- % of pupils living in the 30% most deprived areas gaining 5 A*-C at GCSE, including Maths and English
- Inequality gap in the achievement of a level 2 qualification by the age of 19
- 16 to 18 year olds who are not in education, training or employment (NEET)
- Overall employment rate and rate of unemployment (Thriving City Lead)

- Working age people on out of work benefits (Thriving City Lead)
- Working age population qualified to at least NVQ level 2, 3 and 4
- % of employers with training plans
- Number of employers offering Apprenticeships
- Number of business start-ups / self-employed
- VAT registration rate (Thriving City Lead)
- Graduates retained in jobs in the city
- Businesses engaged in various skills-related / business education activities e.g. training, interns, placements

York – A City of Culture

Objective

To release the creativity of the people of York so that the city's culture is recognized nationally and internationally.

We want York to:

- **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**
- **develop an economy where culture is a major driving force**

Challenges facing the city

- York is a beautiful city with a wide range of cultural and heritage assets, excellent open spaces and a broad programme of cultural activity, festivals and events. York already has a high profile nationally and internationally but in an increasingly competitive world, we need to keep pace with other European cities e.g. Montpellier, Valencia, Bruges and Munster, in improving our cultural offer for residents and visitors.
- There is a need to remind visitors and residents that there is more to York than beautiful old buildings and ancient traditions. The city hosts an array of vibrant and innovative artistic spaces, which are too often “below the radar” of marketing and media.
- There are a number of strong partnerships involving creative individuals and institutions that have improved cultural provision in the city (Illuminating York, Active York, York Multi Cultural Initiative). Yet the city's cultural ambition is not often reflected in other partnerships, particularly at the strategic level. We need to harness the work of the operational and strategic partners to take our cultural offer to the next level.
- Although participation rates in cultural activity in York compare favourably with regional and 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.
- We also need to ensure that a more diverse range of cultural activity in York addresses the needs of all sections of our community.
- York's cultural offer could be improved if we take the opportunity to invest in the built fabric of our cultural institutions, heritage assets and public realm. 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.

- The New City beautiful provides a clear vision to develop the city but making its vision a reality will require effective partnerships to push for and deliver a wide range of cultural activity for everyone.

Aims and Actions

1. To be recognised internationally as a cultural city:

- Our cultural provision should be distinctive, high quality, and sometimes iconic, attracting international as well as local attention.
- Culture will a central element of York's "sense of place"
- Our world class heritage will continue to be the centrepiece of our cultural offer but we will find inventive new ways of interpreting its beauty
- Investment in our existing heritage and cultural attractions will raise them once more to international standing.
- We will encourage the highest standards of customer service with a visitor welcome in a wide range of languages.
- The city will be known for cultural developments that are green and eco-friendly.
- Through *York, City of Festivals*, we will 'internationalise' key events and build community participation.
- Culture (including values, networks, and traditions, as well as buildings and programmes) will be at the heart of city development and decision-making.
- Cultural quarters will be developed to stimulate cultural developments, and link existing attractions and facilities, through a high quality infrastructure.
- We will aim to project a more cosmopolitan, youthful profile through cultural activities with a more distinctive edge.
- Integration of decision making will ensure that the events calendar, licensing policy, transport connections, opening and shopping hours, street cleaning will work together to improve York's attractiveness.

2. To be a Diverse, Inclusive and Cosmopolitan City

- Our broad cultural offer will be for all people who live and work here as well as visitors, with full access for people with disabilities.

- York's history as city of faith will be the springboard to welcome people of many faiths and ethnic backgrounds.
- A vibrant city centre will be matched by a strong neighbourhood culture.
- We will aim for high levels of satisfaction amongst residents with the cultural offer and to be seen as "cosmopolitan" and "vibrant"
- We will grow the image of *York, City of Festivals*, through enhanced community participation, improved quality and a higher profile with more major events throughout the year.
- Hours of cultural provision will be extended making the city livelier after dark and broadening the city's attractions in the evening. A more extensive café culture will attract additional highly regarded restaurants
- The city centre will host a wide range of cultural, leisure and educational activities throughout the day and evening.
- Local neighbourhoods will have spaces where cultural activity and interchange can happen spontaneously, as modern day "village greens"
- Young people will be welcome, visible and prominent in the city. The perception that there is not enough provision for them will be addressed.
- Culture will be a vehicle for informal and formal learning, improving the city's skills and its benefiting its economy

3. To be an Active and Participative City

- Our cultural sector will be characterised by confident, sustainable organisations and partnerships capable of providing leadership to the overall development of the city
- Volunteers will be valued, supported and recognised enabling opportunities and initiatives to develop through a high quality volunteer infrastructure.
- Residents will see cultural activities to be "for them" as well as visitors.
- High quality information through a variety of media, will ensure that everyone knows what is available to them
- Cultural venues and spaces will be readily accessible, of a quality to inspire people to take part and will promote walking and cycling.
- Communities will increasingly be able to develop and direct their own cultural activities.

4. To be a City of High Quality Spaces

- An urban design plan will drive a visionary architectural approach, combining the historic with excellent modern design, to provide a dynamic, vibrant but human-scale cityscape.
- Spaces will be attractive and stimulating to the senses. Through colour, texture, ornament, materials and decoration, harmony will be balanced with contrast, history with context, and the familiar with the new.
- Public art will be integral to creating a high quality urban environment.
- Spaces will be decluttered, creatively lit, and equipped to be accessible, eventful and vibrant.
- Spaces will be linked with clear, themed routes that encourage exploration and travel on foot by day and after dark
- High quality café-bar environments around public spaces and by rivers will add vitality, colour and bustle
- The riverfronts will be opened up and their recreational opportunities exploited.

5. To be a Creative City

- Cultural activities will help develop local creativity, skills and talent and promote community enrichment, wealth and job creation.
- A range of studios, workshops and facilities will be available to encourage the incubation and growth of creative industries
- Partnership working between our universities and business will nurture creative career opportunities for arts graduates and drive innovation across the cultural, scientific and economic sectors.
- Improved opportunities and facilities for networking will support creative business and make the city an ideal place for inward investment and retain creative people.
- Our cultural product will enhance creativity - reflecting the past but interpreting it in more modern ways, using architecture, lighting and public art, contemporary art and street entertainment.
- The cultural sector will work closely with Science City York to exploit the strengths of science knowledge and technology across the cultural sector
- The benefit of our intellectual property rights will be maximised to enhance the long-term sustainability of investment

Key Actions:

York@Large will:

- Encourage all York residents and visitors to take part in cultural activities
- Campaign to improve the public buildings and spaces to make York a city of international significance.
- Lead the development of the creative sector's contribution to a sustainable economic future for the city
- Act as an advocate for the cultural sector in the city
 - *Aim to make York the next City of Culture?*

Success Measures

- Participation in Regular Cultural Volunteering
- Adult participation in active leisure
- % of residents who see York as "Cosmopolitan" and "Vibrant"
- Perception from young people (under 20) that York is one of the best cities in which to live
- Gaining UNESCO Creative Cities Status
- Achieving UK tentative list for UNESCO World Heritage bid
- Shortlisting for city of culture?

York – The Safer City

Objective

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.

Through the work of Safer York Partnership, York has seen a year on year reduction in crime for the last five years. With a strong track record in using intelligence led business processes and the analysis of multi-agency intelligence and information, the city has seen significant reductions in burglary, vehicle crime and violent crime.

The introduction of a Capable Guardian Scheme where by agencies work together with the community at neighbourhood level to tackle community safety priorities, has resulted in increased levels of public confidence and reduced levels of fear of crime.

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.

Challenges facing the city

- Reduction in resources due to financial pressure on organisations engaged in delivering community safety
- Maintaining low levels of crime and disorder at a time when national trends predict increases across the UK
- Recognising 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 centre
- Liaising with other similar cities and partnerships to ensure the sharing of best practice innovative projects to continue to reduce crime and anti-social behaviour across the city
- Changes to the legislation relating to crime and disorder reduction
- Continued working with the police and probation service to work with persistent and prolific offenders

Aims and Actions

1. **To empower and encourage residents to actively participate in the life of the community and look out for their neighbours**
 - Encourage individual and community voluntary participation in problem solving activities to support Safer Neighbourhood Teams in each ward area

- Continue to expand community watch schemes across the city, in particular within areas experiencing the highest levels of crime and anti-social behaviour
2. **To provide strong education programmes for children and young people aimed at encouraging social responsibility**
 - To identify and facilitate early intervention with those young people who are most at risk of offending or engaging in anti-social behaviour
 - To raise awareness amongst young people, through targeted education campaigns of the impact of crime, disorder and fear of crime on quality of life
 - To work in partnership with a range of agencies to protect young people from becoming victims of crime and substance misuse
 3. **To make certain that high visibility patrols and enforcement activities are swift and locally responsive**
 - To form multi-agency tactical problem solving groups to develop long and medium term action plans to tackle specific crime and disorder priorities in each Ward area
 - To improve communication and feedback mechanisms to ensure that communities are fully aware of the results of activities in their local area that are aimed at reducing crime and disorder
 4. **To overcome barriers of community cohesion and ensure that no-one is excluded**
 - To work with partners to ensure all sectors of the community are involved in community consultation and problem solving
 - Work with the voluntary sector to strengthen and develop the participation of traditionally “hard to reach” groups in community watch schemes
 - Ensure that preventative and effective action is taken to protect vulnerable adults from all forms of abuse including neglect by both individuals and service providers
 5. **To involve residents, tourists and businesses in making York a safer city**
 - To develop a business crime partnership in order to increase the sharing of intelligence and information relating to organised crime groups and travelling criminals operating in the city
 - Use the mobile police office and gazebo to provide city centre interaction with tourists and visitors to the city
 - Increase the radio communication network to develop a single 24/7 communication for licensed and retail premises in the city
 6. **To work with others to reduce drug and alcohol misuse in the city**

- To provide readily accessible and consistent drug and alcohol treatment services and to implement awareness and education programmes through schools

7. To reduce the levels of anti-social behaviour in our neighbourhoods

- To work with Safer Neighbourhoods Policing in teams to develop short, medium and long term responses to issues of anti-social behaviour at neighbourhood level
- To promote awareness on how to report anti-social behaviour and the range of services and organisations who are able to provide support and assistance to victims and witnesses

Success Measures

- Total crime per 100,000 population
- Serious acquisitive crime rate
- Violent Crime
- Anti-social behaviour calls for service
- Anti-social behaviour incidents

York – The Healthy City

Objective

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.

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.

Challenges facing the city

The current and potential future health issues facing the city are set out in the City of York Joint Strategic Needs Assessment (2010). www.nyypct.nhs.uk/StayingHealthy/PHInformation/docs/JSNA/York_JSNA_2010.pdf.

This report includes detailed recommendations for action to improve health and wellbeing. Subject to parliamentary approval a Health and Wellbeing Board for York will be established which will develop a Health and Wellbeing Strategy, using the results of the JSNA, and working within the financial envelope available to relevant organisations. It is expected that this strategy will continue to prioritise the updated strategic aims for a healthy city set out below, but detailed actions will be agreed through this route.

Aims and Actions

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.
10. To work across the relevant partnerships in the city to achieve shared aims.

Success Measures

- Alcohol-harm related hospital admission rates
- Obesity among primary school age children in year 6
- Under 18 conception rate
- Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)
- Carers receiving needs assessment or review and a specific carer's service, or advice and information
- Number of vulnerable people achieving independent living
- User reported measure of respect and dignity in their treatment
- People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently
- Reduce health inequalities within the local area, by narrowing the gap in all-age, all-cause mortality
- Additional national indicators or vital signs where the area becomes an outlier from national performance

York – The Inclusive City

Objective

The Without Walls Partnership will 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.

Challenges facing the city

- Life expectancy in York within the lowest fifth of wards ranked by deprivation is 77 years, compared with 82 years for the highest fifth.
- The Index of Multiple Deprivation statistics highlight that York has eight to twelve thousand residents who live within the 20% most deprived neighbourhoods in England, one area (Westfield) is within the 10% most deprived.
- 12% of York's children live in poverty (DWP, November 2008)
- 9.9% of the working age population in York are claiming benefits (DWP, November 2009).
- 8.2% of households in the city experience fuel poverty, which equates to 5,976 households (House Conditions Survey, 2008).
- The proportion of the population from minority ethnic groups is estimated to be 21,800 (11% of York's total population). (Joseph Rowntree Foundation 2009).
- 13.7% of BME and Migrant Worker households contain at least one adult unable to read or write in English and 77.3% do not have access to local interpretation services (Salford University, 2009).
- There are 92 different ethnic/national origins present in the city and 78 different first languages (Joseph Rowntree Foundation, 2009).
- It is estimated that one in four adults are affected by mental health problems (38, 000 in York).
- The age cohorts expected to increase most in York over the next 20 years are for people aged 80-84 (68% increase) and 85 plus (111% increase).
- 81% of 2008 Place Survey respondents believed that people from different backgrounds got on well together in their local area.

Aims and Actions

1. **Strengthen community cohesion** - The majority of 2008 Place Survey respondents regarded York as a cohesive and integrated city. We know there is a strong sense of belonging to the city and its neighbourhoods. However, further research suggests that some communities do not feel as welcome and included. Consequently, it is important to ensure:
 - York is a city where everyone is valued and can contribute - a city where people live, work and play together with mutual respect and understanding
 - Communities celebrate what they have in common.
 - Communities are tolerant and understanding of differences.
 - People can stand up against discrimination, hatred and intolerance.
 - People trust one another and trust organisations to act fairly, by:
 - Raising the profile of the diverse communities of York, through cultural events that celebrate those communities and develop a greater understanding and appreciation of diversity.
 - Supporting those living in, and working with, communities to be confident in challenging prejudice - including hatred, racism and homophobia
 - Dispelling the myths surrounding disadvantaged and excluded groups.
 - Ensuring that preventative and effective action is taken to protect vulnerable adults from all forms of abuse including neglect by both individuals and service providers.
 - Supporting the development of the One City Plan, which will underpin much of the work around cohesion, inclusion and engagement in York over future years.

2. **Reduce poverty and disadvantage** - For many people York is a wonderful place to live. However, York still has some significant pockets of low skills and deprivation, which need to be addressed if we are to minimise the risk of a 'twin-track society' with a polarisation in skills, opportunity, prosperity and general life chances. In addressing this, we must recognise and acknowledge the fact that deprivation tends to cluster in specific communities – both 'geographic' and 'communities of interest'. Consequently it is important to ensure:
 - That all citizens can take part in the life of York by promoting opportunities for all, tackling poverty and exclusion and enabling everyone to access services, employment and facilities.
 - Partners fully understand the needs of York's citizens, and the issues and challenges they face.
 - That people who experience disadvantage or exclusion feel that there are opportunities to participate, and are able to develop and deliver their own solutions in ways that meet their needs, by:

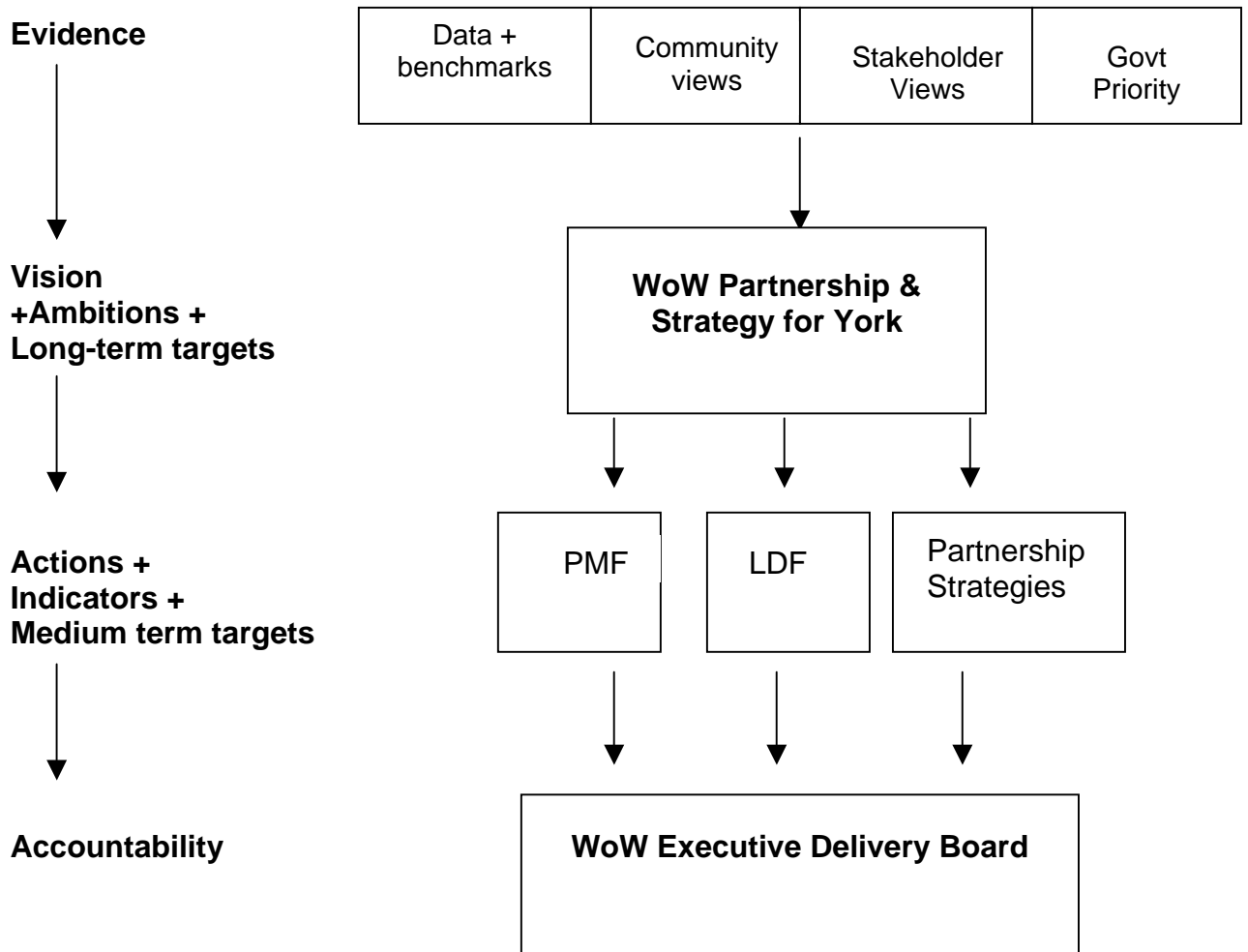
- Addressing the needs of significant pockets of deprivation, poor health and high crime within the city, narrowing the gap between the most and least deprived.
 - Focusing on improving the quality of life of all York's citizens, particularly those identified as living in the 20% most deprived neighbourhoods in England.
 - Identifying where and what the type of disadvantage there is in neighbourhoods and communities, and work with those communities to develop and deliver solutions.
 - Strengthening ward partnerships to include those who can best respond to gaps in delivery and ensure services are targeted at groups with the most need.
 - Building on the success of the Kingsway West / Foxwood Action Project – promoting the value of small scale, flexible partnership initiatives in key areas of deprivation.
 - Lowering levels of poverty and social exclusion in York by helping more of our socially excluded adults into employment, education and training.
 - Providing mixed and sustainable communities with an increased supply of new and affordable homes.
 - Ensuring that children and young people are on the path to success through the provision of good quality education, training and family support.
3. **Develop a thriving and sustainable Voluntary Sector** - Voluntary Sector organisations have a vital role to play within the life of the city. They have the ability to engage local people and help residents have a voice and influence the decisions that affect all our lives. Besides making an important contribution to the quality of life of York's citizens, the estimated revenue generated by the Voluntary Sector in York is 1.5 - 3% of GDP in the area; hence it is essential that a thriving sector is nurtured over future years. The act of volunteering itself, whereby citizens give up their time for the benefit of other individuals, neighbourhoods and communities must also be encouraged. Consequently, it is important to:
- Promote and support good citizenship through volunteering.
 - Raise the profile and promote the value of all Voluntary Sector organisations within the city.
 - Enable communities and individuals take responsibility to help themselves and one another, by:
 - Ensuring that individuals are equipped to develop and deliver actions that can make a difference in their neighbourhoods.
 - Strengthening Voluntary and Community Sector organisations in the city through the provision of sound infrastructure support.

- Continuing to promote the York Compact Agreement throughout the city and encourage awareness of, and adherence to the good practice guidance contained within it.
- Ensuring that the voluntary and community sector is appropriately represented at all levels of key strategic forums.

Success Measures

6 Making it Happen

The following diagram illustrates the continuing process that is used to review, update and deliver the Strategy for York



Governance Arrangements

The Without Walls Partnership structure gradually emerged following the first meeting of the LSP in March 2002, and has subsequently been amended to reflect changing circumstances and demands made of it.

To be included here when WOW Partnership Review concludes

Community based working / budgeting / funding

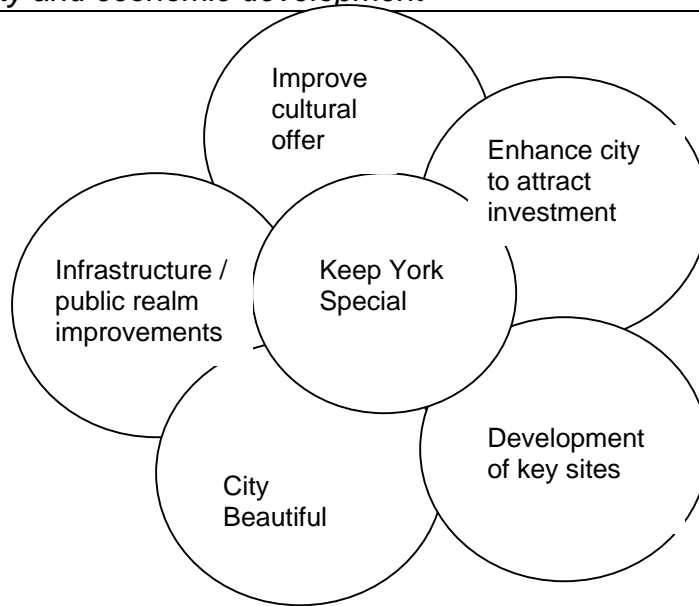
To be confirmed

Performance Management

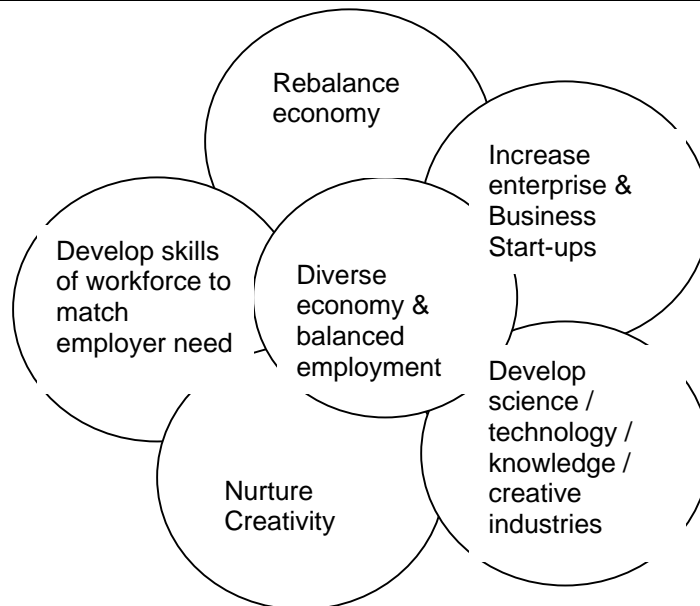
To be confirmed

Our Strategic Ambitions

We will improve the physical and cultural environment of the city as a basis for community and economic development



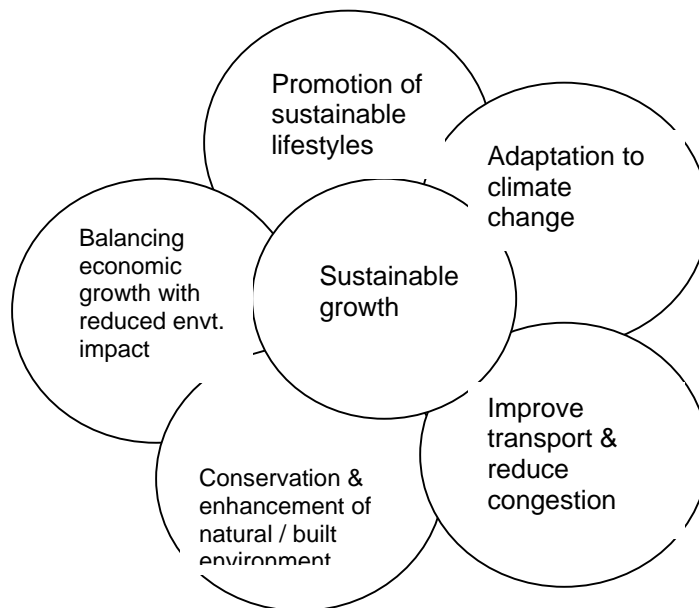
We will keep York's employment levels high and economy buoyant by supporting existing employers and encouraging new ones, developing a diverse economy and balanced employment structure.



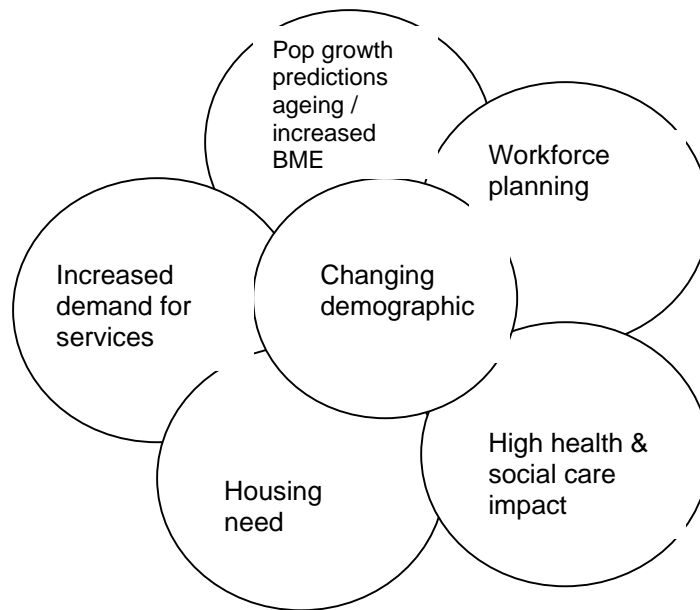
We will maintain community cohesion and develop strong, supportive and durable communities.



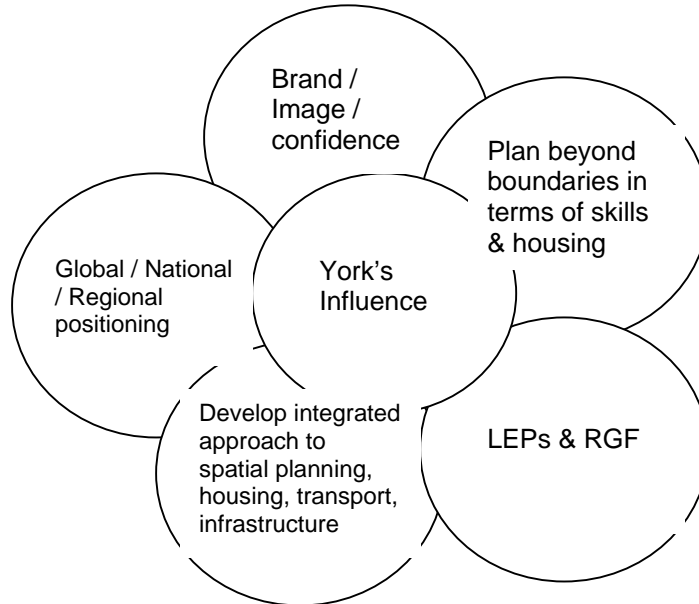
We will endeavour to balance physical growth and environmental sustainability with responsible choices in respect of climatic and environmental challenges



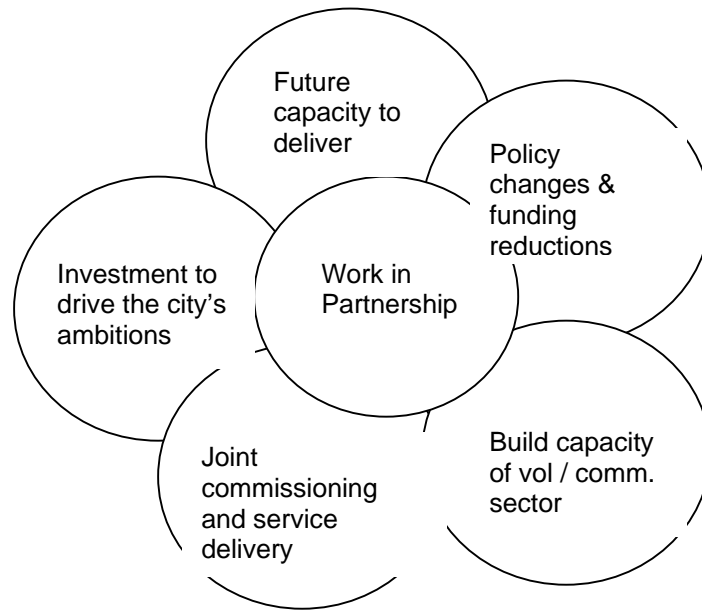
We will respond to profound changes in the demographic make-up of the city



We will use York's brand and position to promote the city within the regional, national and global network



We will encourage partnerships within the city and beyond that benefit everyone and achieve mutual advantage



Agenda Item 6B

Partnership Review

1. As the Strategy for York (SCS) is refreshed the partnerships that deliver it should be reviewed to ensure they are the right ones to keep up with York's ambition, vision and priorities.
2. The landscape nationally, regionally and locally has shifted greatly with the emerging Localism and Big Society agendas, significant health and policing reforms, abolition of Regional Development Agencies and creation of Local Enterprise Partnerships and abolition of LAA targets. The review is therefore also necessary to ensure the city's partnerships are still fit for purpose.
3. Although there are no longer LAA targets it seems logical that the city would still want to have objectives to work towards rather than working in a vacuum. It is for the Strategy to define these but the partnerships will be crucial in delivering them.
4. As the sands shift so significantly it is important that the city make conscious decisions about the partnerships it wishes to have in place in the future.

Context

5. All local areas are reviewing their partnership arrangements in some way. The outcomes of those reviews vary greatly with some choosing to close partnerships, others replacing standing thematic partnerships with task and finish groups while some are simply making procedural changes to existing structures.
6. It is now clear that the only two statutory elements of partnership working will be the new Health and Wellbeing Boards and the Crime and Policing Panels. In York it seems likely that the Healthy City Board will cease to exist and the Health and Wellbeing Board will take its place. The picture in policing is still to become clear, but at the moment it seems likely that Safer York will run in parallel with Crime and Policing Panels.
7. There has been considerable comment in the public sector media around the changes to LSPs and the removal of LAA targets. The consensus is that partnership working should continue but that its cost, 'talking shop' characteristics and its capacity to deliver an area's strategy need careful consideration. Two of these articles by John Tizard and Neil McInroy are attached as supporting documents

Report back on work so far

8. Sir Ron Cooke and Hannah Brian have met with the Partnership Chairs and the Political leaders, asking a standard set of questions. The questions were around Board composition, effectiveness, cost and role in the city. These have been helpful initial discussions and were generally positive about the partnership working arrangements that York has achieved.

Emerging themes

9. **Networking or forum role:** all of those interviewed highlighted the importance of the networking opportunities that the partnerships provide particularly in the sharing of expertise, communicating priorities and as a sounding board. Views differed about whether such meetings and networking required a formal partnership structure,
10. **Not all partnerships work on the same basis:** it became clear that some partnerships are 'professional' with their membership made up of those whose job it is to sit on the partnership, to deliver their organisation's targets or goals. In contrast some partnerships are a 'coalition of the willing' whose expertise or interest leads them to the partnership but whose day job is not reliant on their place on the Board. For the 'professional' partnerships it was broadly felt that to quote "if we didn't meet as a partnership we'd meet anyway", the same could not be said of the other partnerships.
11. **Structure and Procedure:** much of the discussion came down to these two areas. It was particularly felt that the WOW Board need to consider some procedural changes to enable better communication, challenge and commissioning. The structure of the thematic partnerships was discussed at length with no real consensus about whether the current partnerships should remain unchanged or if significant reform was needed.

Costs

12. From speaking to the Chairs and looking at other sources it seems that the costs for the Partnerships are mainly those of staff time, predominately from CYC.

Suggested principles of future partnership working

13. In light of these initial discussions, it is suggested that the following principles be adopted and used to inform the final partnership structure:
 - Statutory bodies to have representatives on WOW Board / CEXs Group;
 - WOW Board - Challenges performance;
 - Structure of the groups under the WOW Board / CEX Group based on the Strategy for York priorities;
 - WOW Board to include those who work with / represent the city at the LEP.

Going forward

14. Work on the Strategy for York continues, as the key themes and priorities emerge then using the information from the Chairs and the new Strategy a proposed revised partnership structure will be developed.

Timescales

15. The final proposal will come to the June WOW Partnership meeting with the revised Strategy for York.

Actions/Decisions

16. That the group note the work being undertaken for the partnership review and discuss the context, themes and principles of the review and consider a way forward.

Supporting documents

John Tizard: We still need to collaborate

John McInroy; Goodbye, but should we be saying hello to Local Strategic Partnerships?

Guardian Public Monday 17 January 2011

We still need to collaborate

Partnership and collaboration is even more vital now but let's not get sentimental about the radical changes happening to LSPs, says John Tizard.

The world of local partnerships is changing fast. At one time, every local authority area had Local Strategic Partnerships (LSPs); the trend now is to reform them dramatically or abolish them.

Before last year's general election, LSPs had a clear role. Now Local Area Agreements (LAAs) and Comprehensive Area Assessments (CAA) – two core responsibilities for LSPs – have been abolished by central government, along with the Audit Commission and the regional government offices in the name of "localism", LSPs now find themselves stripped of their original core functions.

Time for some honesty

Before we get too sentimental about the possible demise (or at least, the radical reform) of LSPs, it's time for a little honesty.

It is important to recognise that while many LSPs were dynamic and made a significantly positive local contribution, many had become, at best, social networking groups where senior or not-so-senior politicians and officials would meet to share ideas and experiences, and were, at worst, costly talking shops.

In truth, the local partnership landscapes that were in place in 2010 were often the product of incremental growth and responses to government policy and/or funding requirements. All too often, there was little local strategic choice of model, membership and activity underpinning them. Admittedly, this had changed in some localities and one can point to a number of examples of effective local partnering.

The development of community budgets and the continuation of collaborations based on Total Place ideas are examples of more focused partnerships with an emphasis on outcomes and reducing expenditure. Places such as Leicestershire, Birmingham, Cheshire West and Chester are pioneering examples of these approaches.

Typically, such models had a range of common features, most often underpinned by a strong focus on securing outcomes for communities based on the sustainable local community strategy and for client groups. Some had even evolved into or established strong [public](#) service boards reporting to the LSP.

Indeed, the Total Place programme provided a strong impetus to such approaches, as did the impending public expenditure cuts. However, places such as Blackburn with Darwen had already created effective public service boards in advance of both of these drivers.

Partnerships and collaboration even more vital

There are few, if any, local authorities today that do not accept that partnerships and collaboration across the public sector and with the private, community and voluntary sectors will not be even more vital over the next five years.

However, with few exceptions in areas such as health and wellbeing and community safety, there will be no statutory duty or national model for such arrangements. Rather, these will be for local determination.

This offers a real opportunity for local authorities and their political leaders to take the initiative and demonstrate leadership of place by working with their partners to develop what makes most sense for their localities.

This will be challenging at a time of deep budget cuts, given that evidence and experience shows that there is a tendency to move away from partnership to self-protection at such times.

These challenges will be compounded by the government's abolition of PCTs and the emergence of powerful GP-led commissioning consortia and the creation of directly elected police commissioners.

Without LAAs and CAAs, as well as the removal of ring-fenced funding that required some partnership activity, the case for partnership and collaboration will have to be made on a case-by-case basis.

The core reason for an effective LSP or public service board-type arrangement will still remain, for the key responsibilities of any new entities are still likely to include agreeing sustainable community strategy and similar place wide plans; implementing plans and programmes to deliver a sustainable community strategy and performance managing these; and coordinating workforce issues across the public sector to minimise redundancies, develop talent and share skills and expertise.

Such arrangements will, of course, still need to be politically accountable.

In other places, it is more likely that client, area or resource specific partnership arrangements will be established. In such areas, the LSP or even public service board approach may be seen as less relevant.

Either approach does not have to distract from the desirability of having some mechanism to bring together the key stakeholders in a place on a regular but not necessarily too frequent basis. Indeed, borough assemblies or county forums are already examples of these.

However, whatever models are considered and adopted, there are some core questions for council leaders and the wider place leadership (public, business, community and voluntary sector) to satisfy themselves about what achievements, cost benefits and people should be involved.

Even more importantly there will be a need to ensure that there is honest commitment from the key players; effective leadership; the right behaviours and cultural fits; the capacity of partners to contribute; and above all a will to make the partnership work to create and foster community wellbeing. These matter more than the architectural structures.

2011 has the potential to be the year of the rebirth of mission critical partnerships. Local leaders have the opportunity and the choice – and ironically, even with a lot less money, the freedom to act for their communities.

John Tizard is director at the Centre for Public Service Partnerships

Goodbye, but should we be saying hello to Local Strategic Partnerships?

From LGC, 18 January, 2011 by Neil McInroy

Local Strategic Partnerships (LSPs)? “Remember them?” They are now increasingly irrelevant giving the demise of the Comprehensive Area Assessment and the National Indicator set and are withering under the cuts. Many will disappear by April. Good riddance some of you may say. At worst, they were unwieldy, bureaucratic, talking shops, plagued by a ‘tyranny of inclusion’, where bums on seats mattered more than actually doing anything.

However, at best, they were transformative strategic service delivery think tanks, joining up services, breaking down departmental silos and institutional cultures and giving representation to the ‘big society’ of the voluntary and community groups. Thus, lets not be too hasty in making LSPs the next entrant into the growing institutional waste basket of quangos and partnerships. Maybe a reshaped LSP, perhaps as ‘Public innovation Partnerships’ focused on innovation, is the transformative vehicle for public services we need?

We have had a load of talk about cuts, but not a lot about the post cut future. Cuts in themselves will not be able to transform services. At best the cuts will act as a trigger, but the timescale means they are being undertaken too swiftly for any serious transformative dialogue and action to be taking place at this stage.

Furthermore, whilst cuts may herald change, unless we retain some cross public sector activity, the cuts may trigger a whole set of potentially damaging set of unintended consequences. Without something akin to an LSP, where is the forum for discussions about all public sector budgets (health, local government, police, housing etc), and how they need to connect up and effectively respond to the people’s needs? How do we get discussion and a work programme for the transformation to a big society in which communities and voluntary groups work to deliver public sector services? Top down strategic plans won’t work. Where are we discussing public sector spend and the development of a range of delivery options via cooperatives, joint trading companies and mutuals?

Without something like an LSP, we may well just get back door deals. We may end up with public services which through various contractual arrangements don’t meet or add up. Or we get a dangerous willy nilly outsourcing of services, a hollowing out of local government’s strategic capacity and a reduction not an increase, in opportunities for creativity and innovation.

Too many people are talking the talk about innovation and creativity in public services. However to walk the walk, we need dedicated public sector staff and elected members, openness and a forum or space in which discussion and ideas can be explored. Where best to do this, but in a transformed existing partnership body, which already has some buy in?

For example, I was recently conducting a workshop with Cornwall Strategic partnership (CSP). This is to be disbanded, but we looked at some ideas in terms of legacy. Some of their plans for the future did point to a partnership body as a way of maintaining dialogue and looking strategically at shared, combined and innovative ways of delivering services.

Annex B

As I write, I can already hear the critics saying, 'Are you out of your mind?' LSPs were policy at its worst, all bureaucracy, structures and process and no delivery. However, in many countries, strategic partnerships are an institutional fix to the problems of silos and straight line service thinking, which are such a block to creativity and innovation in governance and transforming service delivery.

This would not need to cost any money. Many partners are willing. Thus, before we slump off back to our silos and protect ourselves and our own institutions from the cuts, we desperately need to start talking and connect up the strategic spaces between local organisations. This is where innovation and the future for public services lies.