International Service
making change together

Bringing the Global Goals to York
Rapid Assessment Findings

Contents

1. Executive Summary

The Global Goals are a major shift in the global development agenda, including developed countries within the scope of this agenda for the first time. Many of the Goals will rely on the efforts of local governments to be achieved.

International Service have prepared this report on behalf of City of York Council with the support of York Human Rights City. In it we examine the alignment of the Council's corporate strategies to the Global Goals, identifying any omissions, duplications, and contradictions. We then identify what can be done to bring the Council's strategies into alignment with the Goals without losing sight of what is important to York. Some of our key findings:

- City of York Council's corporate strategies already align with 70% of relevant targets under the Global Goals
- The remaining 30% include targets which can enrich the strategic direction of the city, such as reducing the mortality rate from air pollution, having gender parity among elected members of the Council, and growing incomes for the bottom 40% of earners faster than for the average earner
- All Goals except two are relevant to York: Goal 14 – Life Below Water, and Goal 17 – Partnership for the Goals
- Several priorities for York are not captured anywhere in the Global Goals, such as narrowing health inequalities and building a vibrant cultural life
- Two of the main themes in the Global Goals – ending poverty in all forms, and reducing inequalities – are covered well by existing strategies
- There appears to be a strategic gap among the top-level strategies that were shared on the theme of environmental sustainability

We have identified options for strategic alignment with the Goals, and recommendations for next steps to maximise the benefit of the Global Goals for York, which can be summarised as follows:

- Provide local leadership
- Align high-level strategies with the Goals
- Engage people in the Goals through participation and volunteering
- Monitor progress against the Goals
- Leave no one behind

2. Introduction

The Sustainable Development Goals (or Global Goals) were agreed on by the General Assembly of the United Nations in 2015 to take the place of the outgoing Millennium Development Goals (MDGs), which expired that year. They build on the progress of the MDGs and represent a step up in the ambition and scale of the global development agenda. The key differences between the Global Goals and the MDGs are:

- The Global Goals cover more themes, with 17 Goals in total compared to eight MDGs. This includes greater focus on protecting the natural environment and reducing inequalities.
- The Global Goals apply to all countries, not just those in the developing world.
- The Global Goals include a commitment to "leave no-one behind", which means they will only count as being achieved if groups like women, minority ethnic groups and people with disabilities share in the success.

This rapid assessment was conducted by International Service with the support of York Human Rights City, and as a result of discussion between International Service and leading Council officers and members. The brief of the assessment was to examine the existing high level strategic plans which the Council is working to alongside partners in the city, and to assess their coverage of the Goals, in particular seeking to identify any duplications, contradictions, or omissions the strategies might have in relation to the Goals. This will allow Council to effectively align its work with the Goals, and measure and report on progress against the Goals.

York has a history of strong partnership working with the public sector, voluntary sector, private sector, and the community. The Council tends to play a convening role in these partnerships, and influences outcomes in the city beyond its statutory work areas.

The Global Goals promote ending poverty, reducing inequality, and protecting and enriching the environment, with milestones to be achieved by 2030. In conducting this assessment, we were sensitive to the particular type of city York is. Reports and publications from various groups were very helpful in setting out the context and citywide priorities. To name just a few of these, the Council Plan, York Human Rights Indicator Report, One Planet York framework, and the wealth of data from the Council's Business Intelligence Unit – especially the Performance Scorecards – were extremely helpful in laying out the context and direction of the city.

York is in many respects already a world class small city, with outstanding heritage, quality of life, and extremely low rates of unemployment. However, it has room to improve when it comes to median wages, productivity, enterprise, and environmental protection. There are inequalities in health and educational outcomes which have already been identified as priorities, such as through the Council Equality Strategy and the York Human Rights City Indicator Report. These achievements, challenges, and priorities all relate to the Goals in some respect. In many cases the Goals will align perfectly with what York is trying to achieve. Sometimes the Goals will have already been comfortably achieved, or are irrelevant in the York context, or need to be adapted. This assessment, and report, are a systematic beginning in localising the Global Goals.

International Service is an international development agency, founded in 1953 and based in York. Our work is aligned with the Global Goals, and we have a particular focus on contributing to Goals 1 – No Poverty, 4 – Quality Education, 5 – Gender Equality, 10 – Reduced Inequalities, and 16 – Peace, Justice and Strong Institutions. As part of our work contributing to Goal 16 we collaborate with civil society organisations, government bodies and businesses around the world to build stronger institutions, and under this theme we work with organisations to enhance their own contributions to the Goals.

3. Approach

A selection of 20 corporate strategies cutting across City of York Council's partnerships and areas of work were shared with International Service by Will Boardman, our focal point at the Council. The links to find the strategies online can be found here: https://www.york.gov.uk/info/20036/performance_and_policies/29/council_plan.

Firstly, the strategies were each given an initial skim-read to identify which strategies were related to each Global Goal. This also allowed comparison between strategies.

We examined the full list of 169 targets which sits underneath the 17 Global Goals, and based on the initial examination of the strategies and knowledge of the York and UK contexts, and section 4.1 captures the linkages between the strategies and targets. The targets for the Goals are paired with the indicators which are to be used to measure them. We have combined these to make presenting the findings more straightforward, but if anyone would like to fully explore the exact working of the targets and the indicators more information can be found here: https://sustainabledevelopment.un.org/sdgs.

The targets can each be considered as one of three types – must do, want to do, and could do. The UK government has committed to achieving all of the Goals, but these types relate to the degree of responsibility and interest City of York Council has for delivering these.

Must do: these are the targets which the Council has a statutory responsibility to deliver

Want to do: these are the targets which the Council does not have a statutory responsibility to deliver, but does aspire to – based on the spirit and letter of the published plans

Could do: these are the targets for which there was no clear requirement or aspiration for the Council to deliver, but for which the Council is in a position to either deliver or influence.

It is outside the scope of this assessment to categorise all of the targets according to these types, and relevant officers at the Council will have a far better understanding of the statutory responsibilities of the various public bodies in the city. However, this will be a useful framework to consider the degree of

priority each target is afforded in York. For interest, a useful reference point may be this dataset of local government responsibilities from the Ministry of Housing, Communities and Local Government from 2011: https://data.gov.uk/dataset/statutory-duties-placed-on-local-government.

Secondly, we completed an analysis of which targets are not included within any corporate strategy. This involved subtracting all the targets which are covered from the full list of targets, ruling out all of the targets not relevant to York, and finally capturing the full list by goal, with comments where appropriate. Sections 4.3 and 4.4 cover the Goals, and targets which are missing from the corporate strategies.

Thirdly, we explored some targets relating to tourism, which contradict York's vision for where it is taking this sector.

Taking stock at this point, we had a thorough assessment of how the corporate strategies' objectives already align with the Goals, and a list of which targets are missing. In addition, we had built an understanding of the overarching themes of each strategy.

In section 5 we discuss the implications of these findings for strategic alignment to the Goals. We put forward proposed groupings of major and sub strategies to make it easier to make sense of the Goals, and incorporate missing targets within the Council's strategic framework. This exercise revealed a potential strategic gap when it comes to environmental sustainability, which we then explored.

4. Findings

4.1. Coverage of the Global Goals by existing strategies

Given that the Global Goals were unlikely to have been a factor in the composition of most of the Council's strategies, there was a surprisingly high degree of alignment between the two. This is an indicator of the relevance of the Goals to all countries, which is one of the ways the Global Goals build on previous international development agendas. The table below illustrates where each strategy intersects with the Global Goals, including which targets within the Goals each strategy addresses.

Strategy	Global Goals	Targets
The Council Plan 2015-19	Goals 3, 4, 8, 9, 11, 12, 13, 16	3.5.2 Reduce harmful alcohol consumption 3.A.1 Reduce tobacco use 4.4.1 Relevant skills for youth and adults 4.5.1 Reduce inequalities in educational outcomes 8.5.2 Full employment, with equal pay for equal work *Note: The Council Plan aim of reducing carbon emissions does not directly link to a Global Goal target, but relates to Goal 13* 11.2.1 Access to public transport for all 12.5.1 Substantially increase recycling rate

Strategy	Global Goals	Targets
		16.1.4 Significantly increase proportion of people who feel safe where they live
		16.7.2 Citizens believe decision making is inclusive and responsive
Health and Wellbeing Strategy	Goals 2 and 3	2.1.2 Zero undernourishment 2.2.2 Zero malnutrition among children under 5 *(including wasting and overweight)* 3.4.2 Reduce suicide rate by 1/3 3.5.2 Reduce harmful alcohol consumption 3.A.1 Reduce tobacco use
York Economic Strategy	Goals 4, 8, 9 and 11	4.4.1 Relevant skills for youth and adults 8.1.1 Sustain real GDP growth 8.2.1 Increase productivity per worker 9.B.1 Increased proportion of medium and high-tech industry in total value added
Financial Strategy 2017/18 to 2021/22		*None*
City of York Council Financial Inclusion Policy and Action Plan	Goal 1	1.4.1 Access to financial services for all
Children and Young People's Plan 2016-2020	Goals 2, 3, 4 and 8	2.2.2 Zero malnutrition among children under 5 *(including wasting and overweight)* 3.5.2 Reduce harmful alcohol consumption 4.2.1 All under 5s developmentally on track for primary education 4.5.1 Reduce inequalities in educational outcomes 8.6.1 Substantially reduce number of 15-24 y/o youths NEET
City of York Safeguarding Children Board Annual Report (which outlines the priorities for the following year)	Goal 16	16.1.3 Significantly reduce physical, psychological and sexual violence *(against all groups)* 16.2.1 End physical punishment and psychological aggression by caregivers against children 16.2.3 End sexual violence against children
City of York Safeguarding Adults Board Annual Report	Goals 5, 16	5.2.1 Eliminate intimate partner violence against women 5.2.2 End sexual abuse of women (other than intimate partner violence) 16.1.1 Significantly reduce homicide 16.1.3 Significantly reduce physical, psychological and sexual violence *(against all groups)* 16.3.1 Promote reporting of violence to competent authorities
Children and Young People in Care Strategy 2016-2020	Goal 4	4.1.1 Literacy and numeracy for all

Strategy	Global Goals	Targets
York Equality Strategy: 2016 - 2020 - A Fairer York	Goals 1, 2, 3, 4, 5, 8, 10, 16	1.2.1 50% reduction in relative poverty by national measures 1.2.2 50% reduction in multidimensional poverty 2.2.2 Zero malnutrition among children under 5 *(including wasting and overweight)* 3.4.2 Reduce suicide rate by 1/3 3.5.2 Reduce harmful alcohol consumption 3.A.1 Reduce tobacco use 4.1.1 Literacy and numeracy for all 4.4.1 Relevant skills for youth and adults 4.5.1 Reduce inequalities in educational outcomes 5.2.1 Eliminate intimate partner violence against women 5.5.2 Women occupy 50% of managerial positions 8.5.2 Full employment, with equal pay for equal work 8.6.1 Substantially reduce number of 15-24 y/o youths NEET 10.2.1 Nobody lives below 50% median income 10.3.1 *(same as 16.B.1)* Proportion of population discriminated against in past 12 months 11.1.1 Adequate, affordable housing for all 16.1.1 Significantly reduce homicide 16.1.3 Significantly reduce physical, psychological and sexual violence *(against all groups)* 16.1.4 Significantly increase proportion of people who feel safe where they live
Local Code of Corporate Governance	Goal 16	16.5.1 Substantial reduction in number of people paying or asked for a bribe in last 12 months 16.5.2 Substantial reduction in number of businesses paying or asked for a bribe in last 12 months 16.6.2 Satisfaction with last experience of public services
Risk Management Policy and Strategy		*None*
Local Transport Plan 2011-2031	Goals 3 and 11	3.6.1 Halve road traffic accident fatalities by 2020 11.2.1 Access to public transport for all 11.6.2 Reduce mean levels of fine particulate matter *(improve air quality)*
Asset Management Strategy 2017-2022	Goal 11	11.1.1 Adequate, affordable housing for all
Skills Plan	Goals 4 and 8	4.4.1 Relevant skills for youth and adults 4.5.1 Reduce inequalities in educational outcomes 8.5.2 Full employment, with equal pay for equal work 8.6.1 Substantially reduce number of 15-24 y/o youths NEET
Performance Framework		*None, but contributes to successful delivery of all Goals*

Strategy	Global Goals	Targets
Corporate Procurement Strategy	Goals 1, 9 and 10	1.2.1 50% reduction in relative poverty by national measures 9.3.1 Increased proportion of small scale industries in total industry value added 10.2.1 Nobody lives below 50% median income
People Plan	Goal 1	1.2.1 50% reduction in relative poverty by national measures *Reducing in work poverty among own workforce through Living Wage*
Community Safety Strategy	Goals 3, 5, 10, 11 and 16	3.5.2 Reduce harmful alcohol consumption 3.6.1 Halve road traffic accident fatalities by 2020 5.2.1 Eliminate intimate partner violence against women 5.2.2 End sexual abuse of women (other than intimate partner violence) 5.3 End female genital mutilation 10.3.1 *(same as 16.B.1)* Proportion of population discriminated against in past 12 months 11.7.2 Proportion of persons victim of harassment by type and place *(indicator to capture safe access to public spaces)* 16.1.1 Significantly reduce homicide 16.1.3 Significantly reduce physical, psychological and sexual violence *(against all groups)* 16.1.4 Significantly increase proportion of people who feel safe where they live 16.2.2 End human trafficking 16.2.3 End sexual violence against children
Draft Local Plan	Goals 1, 2, 3, 6, 7, 8, 9, 11, 12, 15	1.2.2 50% reduction in multidimensional poverty 2.2.2 Zero malnutrition among children under 5 *(including wasting and overweight)* 3.6.1 Halve road traffic accident fatalities by 2020 6.3.1 Safe treatment of wastewater 6.3.2 Proportion of bodies of water with good ambient water quality 6.4.1 Substantially increase water efficiency 6.4.2 Substantially reduce water stress 7.2.1 Substantially increase share of renewable energy 7.3.1 Halve energy intensity / GDP 8.1.1 Sustain real GDP growth 8.2.1 Increase productivity per worker 8.5.2 Full employment, with equal pay for equal work 9.B.1 Increased proportion of medium and high-tech industry in total value added 11.1.1 Adequate, affordable housing for all 11.2.1 Access to public transport for all 11.4.1 Strengthen total expenditure *(all sources)* on cultural and natural heritage 11.5.1 *(same as 1.5.1 and 13.1.2)* Substantially reduce disaster deaths & persons affected 11.5.2 *(same as 1.5.2)* Substantially reduce disaster losses to GDP

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Strategy	Global Goals	Targets
		11.6.1 Urban solid waste is properly collected and processed. *York's plans to reduce waste to landfill by as much as 95% take it beyond this target.* 11.6.2 Reduce mean levels of fine particulate matter *(improve air quality)* 11.7.1 Safe green and public spaces for all 11.7.2 Proportion of persons victim of harassment by type and place *(indicator to capture safe access to public spaces)* 11.A.1 Residents live in a city implementing development plan 11.B.1 *(same as 1.5.3 and 13.1.1)* Have a disaster risk reduction plan *(partially covered – flood risk)* 12.2.1 *(same as 8.4.1)* Sustainable resource management – material footprint per capita and per GDP 12.2.2 *(same as 8.4.2)* Sustainable resource management – domestic material consumption per capita and per GDP 12.5.1 Substantially increase recycling rate 12.B.1 Sustainable tourism plan and monitoring 15.5.1 Protect threatened species and maintain biodiversity (by Red List Index)

4.2. Strategies which don't cover any Goals

Three strategies do not have a direct bearing on any of the Global Goals. These are the **Financial Strategy**, **Risk Policy and Strategy**, and **Performance Framework**. They all contribute indirectly by facilitating the achievement of the other strategies.

The Performance Framework is a special case because it contains provisions which can be used to monitor performance against the Goals for the accountable officers. Although it is outside of the scope of this report, upon initial inspection there is a high degree of convergence between Council performance metrics and the indicators for the Goals.

4.3. Goals not covered by any strategy

Two of the Global Goals are not present in any of the corporate strategies. This does **not** represent an omission on the part of the Council's strategies, however, as none of the targets are relevant to York.

Goal 14: Life Below Water – the target for this Goal apply to national governments and coastal areas.

Goal 17: Partnership for the Goals – the targets for this Goal only apply to national governments, especially in developing countries.

4.4. Targets relevant to York not covered under any strategy

In this section we have pulled out those targets which we propose that the Council either must, want to, or can contribute to. This was done by first eliminating all of the targets which have no relevance in York, for instance because they relate to national level policies, or targets for developing countries. After that the targets which are already addressed were subtracted from the complete list of locally relevant targets. There are a few exceptions where the target was partly addressed - in this case the gap is explained in comments. Below is the list of all relevant targets, ordered by Goal. Note that sometimes the same target is used for multiple Goals, and notes have been made to capture this.

Goal 1: No Poverty

See 11.B.1 under Goal 11, which is the same as 1.5.3. Otherwise all relevant targets under Goal 1 were covered in the corporate strategies

Goal 2: Zero Hunger

- 2.1.1: Zero undernourishment & 2.1.2 Zero food insecurity. *Undernourishment has a different profile in York to the global picture. Potential factors may include mental health, and nutrient deficiency caused by food poverty. Access to safe, nutritious and sufficient food for vulnerable people (2.1.2) remains an issue in York as evidenced by continued widespread use of York Food Bank.*

Goal 3: Good Health and Wellbeing

- 3.4.1 Reduce by 1/3 mortality rate from non-communicable diseases (cardiovascular, cancer, diabetes, respiratory)
- 3.5.1 Strengthen coverage of treatment interventions for substance use disorders
- 3.9.1 Substantially reduce mortality rate from household and ambient air pollution. *The corporate strategies' focus is on particulate matter and not on reducing deaths due to air pollution. Although some mitigation measures are discussed in the Local Plan this relates to new buildings.*
- 3.9.3 Substantially reduce mortality rate from unintentional poisoning. *This is something which the Council has influence over in its role enforcing health and safety legislation. This may not be a priority target depending on the scale of this type of mortality in York.*

Goal 4: Quality Education

- 4.2.2 All children have access to organised learning one year before primary school
- 4.3.1 Equal access to affordable formal and non-formal education and training
- 4.6.1 All young people and most adults are functionally literate and numerate

Goal 5: Gender Equality

- 5.3.2 End female genital mutilation
- 5.4.1 Promote shared household and family responsibilities as measured by proportion of time spent on unpaid domestic and care work
- 5.5.1 Ensure equal representation of women in local government. *This target related strongly to the council but has multiple stakeholders who influence the outcome including local political parties.*

Goal 6: Clean Water and Sanitation

- 6.6.1 Protect and restore water-related ecosystems
- 6.B.1 Incorporate community participation into water and sanitation management. *This is an interesting target in the York context given the opportunity to involve communities in flood risk mitigation planning. This may already exist but was not alluded to in the reviewed strategies.*

Goal 7: Affordable and Clean Energy

All relevant targets under Goal 7 were covered in the corporate strategies

Goal 8: Decent Work and Economic Growth

- 8.8.1 Minimise fatal and non-fatal occupational injuries (especially for women, migrants and precarious workers)

Goal 9: Industry, Innovation and Infrastructure

- 9.3.2: Increase access to credit for small and medium enterprises

Goal 10: Reduced Inequalities

- 10.1.1: Achieve a rate of income growth for the bottom 40% of earners which is higher than the national average

Goal 11: Sustainable Cities and Communities

- 11.3.1: Consume additional land at a slower rate than the population is growing
- 11.3.2: Have a structure for direct participation of civil society in urban planning and management. *This is already met but not captured in the reviewed strategies*
- 11.B.1: *(same as 1.5.3 and 13.1.1)* Have a disaster risk reduction plan. *This is partially covered. The strategies allude to a flood risk reduction plan, but this does not capture the range of disasters that may affect York (although it is the most frequently occurring and likely disaster)*

Goal 12: Responsible Consumption and Production

- 12.3.1: Halve the amount of food waste across the supply chain
- 12.4.2: Minimise hazardous waste generated per capita, and maximise proportion of hazardous waste safely treated
- 12.6.1: Encourage companies to publish sustainability reports

Goal 13: Climate Action

See 11.B.1 under Goal 11, which is the same as 13.1.1. Otherwise all relevant targets under Goal 1 were covered in the corporate strategies

Goal 15: Life on Land

All relevant targets under Goal 15 were covered in the corporate strategies

Goal 16: Peace, Justice and Strong Institutions

- 16.6.1 Minimise variance between government expenditures and budgets
- 16.7.1 Public institutions are representative of the diversity of populations they represent

In the formulation of this list it is possible that one or two targets may have been missed, simply due to the volume of information that was processed. A basic familiarity with the Global Goals, and the way these are articulated in targets with corresponding indicators, will be useful for anybody working on the Global Goals at the Council.

4.5. Targets contrary to York strategies

Two targets in particular stand out as running contrary to York's strategic priorities:

- 8.9.1 Increase tourism GDP as proportion of total GDP
- 8.9.2 Tourism jobs as proportion of total jobs

As discussed in the Economic Strategy, the focus is not on increasing the number of tourism jobs or tourism as a proportion of the local economy, but to increase the value added per job of tourism to increase the quality of tourism jobs, for instance by increasing visitor spend or productivity per tourism sector worker. The possibility of contradictions between the Goals and local development agendas is a reminder that the Goals cannot be applied as a blunt instrument to drive the same changes in every place. They gain their strength from being interpreted and adapted to the local context.

5. Discussion

5.1. Assessment of current position against the Goals

As can be seen in this chart, 70% of the targets relevant to the Global Goals are already captured in the corporate strategies. This can be anything from being highlighted as a strategic priority, to being in the detail of the strategy as a specific target or action point. Considering that the Global Goals were not priorities when these strategies were formulated, this is an impressive degree of overlap, and speaks both to the wide-ranging ambition of the Council and the success of the Global Goals in identifying priorities which are relevant for many of the people and places in the world.

Percentage of targets present in corporate strategies
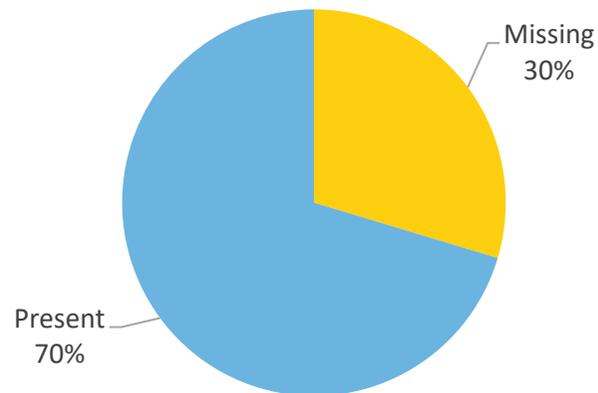
Objectives, planned actions, and priorities often capture a strategy's contribution to a particular Goal, but it would also be useful if the text of key strategies named specific Goals they intend to contribute to and in what ways. The draft Local Plan mentions the Global Goals, or SDGs, in its preamble. This is a useful start, but a positive next step would be for strategies to mention which specific Goals they will contribute to, and for the detail of the strategy to spell out how. Matching strategies to Goals is very clear in some cases but is more complex in others – for instance Goal 2 – No Hunger, which has both a medical/nutritional and social/economic dimension, so different parts of the Goals could perhaps belong to different strategies. Section 5.2 explores how to create a strong link between key strategies and the Global Goals.

The remaining third of the targets have been pulled out because they are relevant in the York context. They have the potential to enrich existing plans and contribute to future ones. They can be grouped around five main clusters:

- Environmental sustainability
- Poverty and inequality
- Public services that work for everyone
- Urban development
- Economic development

These include important targets which would improve life for the people of York. Targets like increasing earnings growth for the bottom 40% of earners faster than the city average, which complements existing commitments to decent jobs for all and policies like the Living Wage. For the most part these clusters of targets match clearly with existing high-level strategies. Environmental sustainability is an odd exception which is discussed in section 5.3.

The Global Goals capture a wide-ranging agenda, a to-do list for the world which will bring us to a much better place globally. However, as a global agenda it of course does not speak directly to the challenges and priorities for York. In some cases, this means that the local and global agendas conflict. For instance, in the detail of the target for sustainable tourism: as mentioned above York is focused on the quality - not quantity - of jobs in that sector. It also means that there are certain priorities for York which are simply missing from the Global Goals, but are deeply important to the city. While we have captured some of these in section 5.4, the key is that the Goals should complement - not displace - cities' existing priorities.

5.2. Ownership and accountability for the Goals

There are strong interlinkages between the corporate strategies, especially between the Council Plan and Local Plan with all of the other strategic documents. The Council Plan captures a united vision for the city and spells out priorities for 2015-19, captured under three themes: a prosperous city for all, a focus on frontline services, and a Council that listens to residents. The draft Local Plan is the most wide-ranging single plan in scope and detail, and pulls in material from other plans and strategies, some on the corporate strategy list and some not.

A simple way to ensure coverage of all of the relevant Global Goals are captured in the Council's strategies is to arrange them into a hierarchy of major and sub strategies. The sub strategies can be understood to sit under the major strategies, and so a clear line can be drawn from the vision in the Council Plan through the major strategy and then to the sub strategies. In practice this arrangement can already be seen, for instance with the Skills Strategy, which neatly sits under the Economic Strategy.

In this respect the numerous areas of overlap between strategies can be interpreted as consistency, as opposed to duplication. However, if there are separate teams pursuing similar – but not identical – objectives, there is a risk of working at cross purposes or duplication of effort. Clarity on where responsibilities are delegated can help with that and determining which Goals and targets are passed down is a good starting point for that conversation.

Below we propose a hierarchy of strategies to allow for straightforward harmonisation and matching of the Goals to major strategies. From there the process of ensuring that relevant Goals and targets are carried down into sub strategies is relatively simple. There will certainly be strategies not from the corporate strategy list (e.g. the Minerals and Waste Joint Plan referenced in the draft Local Plan) which could be incorporated into this structure if desired.

Note the absence of the Council plan which as mentioned sits above all of the other strategies. In the final column there is a suggestion of which targets could be added to the major strategy, and delegated if necessary to a sub strategy, in order to bring the strategies fully in line with the Global Goals. See the list of missing targets in section 4.4 for the details of each target.

Major Strategy	Sub Strategies	Responsible Officer	Supporting Board	Leads on Goals	Contributes to Goals	Targets to add
Equality Strategy	Financial Inclusion Policy and Action Plan	Assistant Director Communities and Equalities	Fairness and Equalities Board	Goals 1, 2 (food poverty), 5 and 10	Goals 3, 4, 8, and 16	2.1.2 5.4.1 5.5.1 10.1.1 (this could also be in the Economic Strategy) 16.7.1
Health and Wellbeing Strategy		Director of Public Health		Goals 2 (nutrition) and 3	No further Goals	2.1.1 (undernourishment) 3.4.1, 3.5.1, 3.9.1, 3.9.3
Children and Young People's Plan	Children and Young People in Care Strategy, Safeguarding Children Strategy	Corporate Director Children, Education and Communities		Goal 4 (primary and secondary education) and 16 (safeguarding children)	Goals 2, 3, 8 and 16	5.3.2 4.6.1 (young people)
Local Plan	Local Transport Plan	Corporate Director Economy and Place		Goals 6, 11	Goals 1, 2, 3, 7, 8, 9, 12, 15	6.6.1 6.B.1 11.3.1 11.3.2 11.B.1

Economic Strategy	Skills Plan, Asset Management Strategy, Corporate Procurement Strategy, People Plan *(reducing in-work poverty)*	Corporate Director Economy and Place		Goals 4 *(tertiary education and skills)*, 8, 9 and 10	Goal 1	4.6.1 *(adults)* 9.3.2 16.7.1
Community Safety Strategy	Safeguarding Adults Strategy, Local Code of Corporate Governance *(preventing corruption)*	Corporate Director Health, Housing and Adult Social Care		Goal 16	Goals 3, 5, 10, 11	8.8.1

5.3. Environmental sustainability – the missing strategy

Goals 7, 12, 13, 15 do not have an obvious major strategy to be integrated into. They all relate to environmental sustainability, and targets contained in these Goals match content in the draft Local Plan and in the Council Plan. However, the Council Plan draws its strength from bringing together a combined vision expressed elsewhere in more detailed strategies. Though the Local Plan has many provisions which will contribute to sustainability it is not primarily concerned with sustainability per se – instead, it focuses on these matters primarily when they intersect with the Local Plan's primary focus on urban planning and development.

Nothing encapsulating One Planet York was included in the list of corporate strategies because there is no One Planet York strategy – it has a vision, framework, and partnership, but it does not have specific objectives, responsibilities and actions. Therefore, it may be that there is a strategic gap for a sustainability strategy, or environment strategy, bringing together York's objectives and supporting measures for environmental sustainability. The Council Plan states that a long-term plan to increase recycling and cut carbon emissions will be developed in the four years the Plan covers, this could also cover the Global Goals relating to environmental sustainability.

Major Strategy	Leads on Goals	Targets to add
Environmental Sustainability Strategy	7, 12, 13, 15	12.3.1, 12.4.2, 12.6.1

In order to complete the process of aligning the Goals with the strategies it is not necessary to revise every strategy; each has been painstakingly crafted, requiring substantial resource. Other options are available, such as preparing a Global Goal addendum, which relates to numerous strategies, and clarifies how each relevant target will be met. The Global Goals last until 2030 and many of the corporate strategies will have expired by 2020 so there will soon be opportunities to incorporate the Goals into subsequent versions. This is already being seen now as the Global Goals (or SDGs) are already referenced in the introductory section to the draft Local Plan.

5.4. Priorities for York which are not captured in the Global Goals

The Global Goals provide a framework for sustainable development around the world. Therefore, it is no surprise that there are numerous important priorities for York which are not covered in the Global Goals, as York has its own specific challenges and aspirations. A small selection of these priorities along with listed sources for where they are captured is below. These are priorities that the city has chosen and alignment with the Global Goals does not mean losing sight of local priorities.

- Reduce inequalities in health outcomes between people who live in the most and least deprived areas of York – York Human Rights City, Equality Strategy
- Preventing domestic violence against men – Safeguarding Adults
- Give equal priority to mental health as is given to physical health – City Vision
- Tackle loneliness and isolation, especially among older people – Equality Strategy
- Increase levels of walking and cycling as a means of transport – Local Plan and Local Transport Plan
- Building a vibrant cultural life – City Vision

6. Recommendations

Building on the findings of this assessment, we can point to several recommendations which would support the City of York Council to make a success of the Global Goals, leading to positive outcomes for citizens and a demonstrable contribution to the achievement of the Goals. These recommendations have also drawn on good practice from the Sustainable Development Solution's Networks resources for localising the Global Goals in cities, which can be found here: http://unsdsn.org/wp-content/uploads/2016/07/9.1.8.-Cities-SDG-Guide.pdf and here: https://sdgcities.guide/.

- Take a proactive position for the achievement of the Global Goals, to take local ownership of the achievement of the Goals as opposed to reactively responding to central government
- Engage citizens in planning and delivery for the Global Goals through public facing platforms, participatory processes, and social action (such as through the Cities of Service model impact volunteering)
- Have clear ownership of Goals or parts of Goals for each strategy, either by including an addendum, or through introduction at the next review point. Explore using a hierarchy of strategy to simplify the relationships between strategies and make consistency easy to achieve
- Use the opportunity of the recycling plan mentioned in the Council Plan to have an environmental sustainability strategy leading on environmental Goals and filling in the gaps in the SDGs
- Introduce relevant missing targets into the relevant corporate strategies, either through an addendum or at the next review point.
- Map the Global Goals targets and indicators against existing monitoring (e.g. performance scorecards) and align them, making adjustments where necessary. Note that often local indicators will be a perfectly acceptable substitute
- Where possible disaggregate data by gender, age, ethnicity, disability status, and any other relevant factors where possible to find differences in outcome – to ensure "leave no-one behind" in the achievement of the Goals.

Appendix 1: Corporate Strategy List

From York.gov.uk: "City of York Council's decision-making and work plans are underpinned by a set of policies, strategies and plans. The following table presents the Council's high-level strategies and documents, approved by the Council or through partnership arrangements, which guide our work and that of our partnership working.

The list does not include every strategy, plan or policy, focusing only on those which are statutory, cross-cutting or relating to more than one service area. More service-specific policies can be found on this website by searching for a specific keyword."

Strategy name	Date published	Committee approved by/date	Responsible Officer	Status:	Link to decision
The Council Plan 2015-19	08/10/2015	Full Council 08/10/2015	Chief Executive	Initiated	http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&MId=8833
Health and Wellbeing Strategy	08/03/2017	Health and Wellbeing Board 08/03/2017	Director of Public Health	Initiated	http://modgov.york.gov.uk/ieListDocuments.aspx?CId=763&MId=9351&Ver=4
York Economic Strategy	19/05/2016	Executive 19/05/2016	Corporate Director Economy and Place	Initiated	http://democracy.york.gov.uk/ieDecisionDetails.aspx?ID=4625
Financial Strategy 2017/18 to 2021/22	23/02/17	Full Council 23/02/17	Corporate Director Customer and Corporate Services	Initiated	http://democracy.york.gov.uk/ieListDocuments.aspx?CId=331&MId=9247
City of York Council Financial Inclusion Policy and Action Plan	06/11/2012	Executive 06/11/2012	Corporate Director Customer and Corporate Services	Initiated	http://democracy.york.gov.uk/ieDecisionDetails.aspx?ID=3696
Children and Young People's Plan 2016-2020	03/11/2015	YorOK Board, 9/11/2015	Corporate Director Children, Education and Communities	Initiated	http://www.yor-ok.org.uk/workforce2014/Dream%20again%20and%20YorOK%20Board/dream-

Strategy name	Date published	Committee approved by/date	Responsible Officer	Status:	Link to decision
					again---the-children-and-young-peoples-plan.htm
City of York Safeguarding Children Board Annual Report (which outlines the priorities for the following year)	18/09/2017	Independent Chair of the City of York Safeguarding Children Board	Independent Chair of the City of York Safeguarding Children Board	Initiated	http://www.saferchildrenyork.org.uk/annual-reports-and-business-plan.htm
City of York Safeguarding Adults Board Annual Report		Independent Chair of the City of York Safeguarding Adults Board	Independent Chair of the City of York Safeguarding Adults Board	Initiated	https://www.safeguardingadultsyork.org.uk/the-board/annual-reports/
Children and Young People in Care Strategy 2016-2020	18/04/2017	Corporate Parenting Board, 18/04/2016	Corporate Director Children, Education and Communities	Initiated	http://modgov.york.gov.uk/ieListDocuments.aspx?CId=770&MID=8830#AI41204
York Equality Strategy: 2016 - 2020 - A Fairer York	01/07/2017	Fairness and Equalities Board - July 2017	Assistant Director (Communities and Equalities)	Initiated	https://www.york.gov.uk/info/20148/equality_and_diversity/982/york_equality_scheme
Local Code of Corporate Governance	15/12/2016	Council 15/12/2016	Assistant Director – Legal and Governance	Initiated	http://modgov.york.gov.uk/ieListDocuments.aspx?CId=331&MID=9243
Risk Management Policy and Strategy	02/04/2009	Audit and Governance Committee 31/03/2009	Corporate Director Customer and Corporate Services	Initiated	http://democracy.york.gov.uk/ieDecisionDetails.aspx?ID=2234
Local Transport Plan 2011-2031	07/04/2011	Council	Corporate Director Economy and Place	Initiated	http://modgov.york.gov.uk/ieListDocuments.aspx?CId=331&MId=5338&Ver=4

Strategy name	Date published	Committee approved by/date	Responsible Officer	Status:	Link to decision
Asset Management Strategy 2017-2022	28/09/17	Executive	Assistant Director - Regeneration and Asset Management	Pending approval in September	http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MID=10191#AI44104
York Skills Plan	01/08/2017	Decision Session - Economic Development and Community Engagement (Deputy Leader)	Corporate Director Children, Education and Communities	Initiated	http://democracy.york.gov.uk/mgIssueHistoryHome.aspx?IId=50212
Performance Framework	14/07/16	Executive 14/07/16	Corporate Director Customer and Corporate Services	Initiated	http://democracy.york.gov.uk/mgIssueHistoryHome.aspx?IId=46094
Corporate Procurement Strategy	17/07/2017	Decision Session - Executive Leader (incorporating Finance & Performance) 17/07/17	Corporate Director Customer and Corporate Services	Initiated	http://modgov.york.gov.uk/ieListDocuments.aspx?CId=875&MId=10049&Ver=4
People Plan	14/07/2017	Executive 14/07/2017	Corporate Director Customer and Corporate Services	Initiated	http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4
Community Safety Strategy	28/09/2017	Executive 28/09/2017	Corporate Director Health, Housing and Adult Social Care	Initiated	http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MID=10191#AI44104
Local Plan		Council	Corporate Director Economy and Place	In development	

Appendix 2: What's the difference between the Global Goals and the SDGs?

There is none! SDGs stands for Sustainable Development Goals and is the main term used at the UN by diplomats and other specialists. Global Goals is a term used by Project Everyone and other civil society groups in communicating about the Goals, which is a more accessible term than either the acronym SDGs or the full title, so it's a good idea to remember to use the term Global Goals when trying to make communications as accessible as possible.