

**Corporate & Scrutiny Management Policy &
Scrutiny Committee**

8 May 2017

Report of the Assistant Director – Legal & Governance

One Planet York Scrutiny Review Final Report

Summary

1. This report presents the Corporate & Scrutiny Management Policy & Scrutiny Committee with all the information gathered in support of the scrutiny review of One Planet York, together with the Task Group's draft recommendations.

Background

2. At a meeting of the Corporate & Scrutiny Management Policy & Scrutiny Committee (CSMC) in early May 2016 the Committee considered a Council motion on a proposed Transatlantic Trade and Investment Partnership (TTIP) which had been referred to the Committee for further consideration. The Committee agreed that parts of the motion be referred back to Council but that more local implications included in the TTIP should be considered for cross-party scrutiny.
3. In June 2016 this was considered as a potential topic for review and Members discussed elements of the TTIP motion to support the work of One Planet York (OPY). It was agreed that rather than focus solely on one aspect of One Planet York the review should look at a framework to help achieve the objectives of the strategy.
4. The Council Plan contains commitments to '*put sustainability at the heart of everything we do*' and to '*work towards One Planet living*'.
5. In March 2016, Executive endorsed the vision of 'a sustainable, resilient and collaborative One Planet York' and agreed to show leadership towards this vision alongside city partners. They also agreed to work towards being a sustainable, resource efficient One Planet Council.

6. In early September 2016 CSMC considered a scoping report on One Planet York. Members agreed there would be value in undertaking a scrutiny review to support this work and appointed a Task Group comprising Cllrs Crisp, D'Agorne, Reid and a Conservative Group representative (later confirmed as Cllr Galvin) to carry out this work.
7. CSMC agreed the review should focus on specific topic areas suggested in the scoping report, namely:
 - Ensuring a balance between economic, social and environmental needs that is right for York and delivery reflects best practice;
 - Ensuring key decisions and strategic plans take account of economic, social and environmental factors;
 - Ensuring decisions and strategic plans are informed by both short term priorities and anticipated longer term impacts.
8. To help formulate the topic areas above CSMC agreed that the Task Group should:
 - i. Review what leading sustainable cities and those similar to York are doing in seeking to balance economic, social and environmental needs
 - ii. Explore potential of the One Planet York framework to:
 - Enable benchmarking with other cities through a new One Planet York 'city scorecard' (basket of measures)
 - Increase understanding and wider awareness about what makes cities sustainable and resilient
 - iii. Review statutory and local decision making tools, engagement and collaboration methods to help cities best balance economic, social and environmental needs
 - iv. Explore how the city's Urban Living Pilot project – 'York City Environment Observatory' – could bring new knowledge and insight regarding economic, social and environmental interdependencies

9. The Task Group met for the first time on 10 November 2016 when Cllr D'Agorne was appointed Chair. The Task Group accepted that to achieve a sustainable and resilient city there must be a balance between economic, environmental and social factors and better recognition and understanding of the interdependencies. However, in creating this balance Members accepted that sometimes one theme can sometimes override others, as economic considerations have since the 2008 financial crash.

Information Gathered

10. One Planet York is a growing network of local organisations and businesses working towards a more sustainable and resilient 'One Planet' future. Action is being taken across 10 key principles:
 - i. Zero Carbon – making buildings more energy efficient and delivering all energy with renewable technologies.
 - ii. Zero Waste – reducing waste, reusing where possible, and ultimately sending zero waste to landfill.
 - iii. Sustainable Transport – encouraging low carbon modes of transport to reduce emissions, reducing the need to travel.
 - iv. Sustainable Materials – Using sustainable healthy products, with low embodied energy, sourced locally, made from renewable or waste resources.
 - v. Local and Sustainable Food – choosing low impact, local, seasonal, organic diets and reducing food waste.
 - vi. Sustainable Water – using water more efficiently in buildings and in the produce we buy, tackling local flooding and water course pollution.
 - vii. Land Use and Wildlife – protecting and restoring biodiversity and natural habitats through appropriate land use and integration into the built environment.
 - viii. Culture and heritage – reviving local identity and wisdom, supporting the arts.
 - ix. Equity and Local Economy – creating bioregional economies that support fair employment, inclusive communities and international fair trade.
 - x. Health and Happiness – encouraging active, sociable, meaningful lives to promote good health and well being.

11. At the Task Group meeting in November, Members noted that One Planet York started with 12 city organisations and now 60 were aligned to the vision. The overall concept is not about a new group delivering, but it is about a framework for shared ownership, drawing on things that are already in place and building on capacity.
12. To help understand what leading sustainable cities and those similar to York are doing in seeking to balance economic, social and environmental needs, the Task Group was given information on the world's leading sustainable cities according to the Arcadis Sustainable Cities Index 2016.
13. The index ranks cities on three pillars of sustainability – people, planet and profit. These represent social, environmental and economic sustainability to offer an indicative picture of the health and wealth of cities for the present and the future.
 - Economic Health: The Profit sub-index examines performance from a business perspective, combining measures of transport infrastructure (rail, air and traffic congestion), ease of doing business, tourism, Gross Domestic Product (GDP)¹ per capita, the city's importance in global economic networks, connectivity in terms of mobile and broadband access and employment rates. These indicators can broadly be thought of as capturing “economic health”.
 - Quality of Life: The People sub-index rates health (life expectancy and obesity), education (literacy and universities), income inequality, work-life balance, dependency ratio, crime and housing and living costs. These indicators can be broadly thought of as capturing “quality of life”.
 - High quality built and natural environment: The Planet sub-index ranks cities on energy consumption and renewable energy share, green space within cities, recycling and composting rates, greenhouse gas emissions, natural catastrophe risk, drinking water, sanitation and air pollution.
14. The Task Group learned that the Swiss city of Zurich tops the overall Sustainable Cities Index. Despite leading both the overall ranking and

¹ Gross Domestic Product is a monetary measure of the market value of all final goods and services produced in a period (quarterly or yearly). Nominal GDP estimates are commonly used to determine the economic performance of a whole country or region, and to make international comparisons.

the planet sub-index, and ranking 5th in profit, Zurich appears 27th on the people sub-index; affordability and work-life balance are the primary causes of this disparity. London is rated fifth overall with a rating of 37 for people, nine for planet and three for profit. Edinburgh is ranked 13th, Manchester 25th, Birmingham 31st, Glasgow 36th and Leeds 38th.

15. The Task Group noted that no one city is achieving a perfect balance but some cities are closer than others. Amsterdam, which is ranked 11th overall, is judged to have achieved the best balance, scoring seven for people, 19 for planet and 16 for profit.
16. Many cities do well in two of the people, planet and profit categories, but few do well in all three, indicating the challenge city leaders have in balancing all three needs effectively to ensure a sustainable and resilient future.
17. The Task Group noted that many cities are working hard to be on the top 100 leader board to attract new jobs and investment. In York's One Planet York 2015 baseline assessment the city's strengths were:
 - Strong economy
 - Low unemployment
 - Low inequality
 - High quality natural and build environment
 - Waste and carbon reduction
 - Thriving cultural offer
 - Educational attainment
 - 5 million + visitors a year
 - A 'top 10' place to live in the UK
18. The city's ongoing challenges are:
 - Extreme weather events (flooding)
 - Low pay
 - Disparity in health
 - Air Quality
 - Housing affordability
 - Ambitious carbon and waste targets

19. The Task Group heard that One Planet York is aiming to be a movement led by a broad coalition of city stakeholders as no single organisation is able to address the city challenges on its own.
20. There is uncertainty among York residents about what a sustainable, resilient city looks like and low awareness about what the city is already doing. The One Planet framework has potential to deliver better understanding, increased awareness and wider recognition; in turn leading to more participation, more action and rising aspirations towards a more sustainable and resilient future..
21. At a meeting in early December 2016, the Task Group noted that balance was not necessarily about being top ranked in all three elements of the Sustainable Cities Index, but to strive to achieve balance.
22. To further understand how this can be achieved the Task Group considered the Grant Thornton Vibrant Economy Index (VEI) which ranks the 324 English local authority areas according to their average score across categories closely matching the 10 One Planet York principles
23. Each category is effectively an index in its own right, based on a set of specifically selected economic, social and environmental data sets:
 - **Prosperity** – are we producing wealth and creating jobs?
 - **Dynamism and opportunity** – are we developing an entrepreneurial and innovative culture to drive future growth?
 - **Inclusion and equality** – is everyone benefiting from economic growth?
 - **Health, wellbeing and happiness** – are our people living healthy, active and fulfilling lifestyles?
 - **Resilience and sustainability** – is our economy having a negative impact on the natural environment?
 - **Community, trust and belonging** – are we embracing the community, and living lively and creative cultural lives?
24. The Vibrant Economy Index provides:
 - businesses with an understanding of their local economy and the issues that will affect investment decisions both within the business and externally;

- policy-makers and place-shapers with an overview of the strengths and opportunities, challenges and weaknesses of individual places as well as the dynamic between different areas;
- citizens with an accessible insight into how their place is doing, so that they can contribute to shaping local discussions about what is important to them.

25. The ambition of the Vibrant Economy Index is to create a ‘gold standard’ measurement for the UK economy which benefits all parts of society.

How York compares using the Vibrant Economy Index (x/324)

Authority and overall rating	Prosperity (rating)	Dynamism & Opportunity	Inclusion & Equality	Health, Wellbeing / Happiness	Resilience & Sustainability	Community Trust & Belonging
1. Cambridge	30	1	110	246	21	7
2. Oxford	15	2	170	50	116	1
23. Bath	106	35	144	43	19	24
28. Warwick	43	79	70	70	70	43
48. York	107	23	123	80	56	97
67. Harrogate	93	67	75	48	144	114
72. Leeds	27	61	279	176	5	132
93. Chester	70	92	154	146	25	226
168. East Riding	245	214	58	22	237	261
177. North Yorks	171	180	184	158	51	270
219. Richmondshire	318	289	158	18	311	46

26. The Task Group noted that to take a lead in the development of One Planet York, the Executive, in March 2016, approved the Council becoming a One Planet Council (OPC).

27. The OPC programme aims to:

- balance and minimise negative economic, social and environmental impacts of its actions

- reduce the council's carbon footprint whilst increasing efficiency / generating operational savings
- identify and embed new 'one planet' opportunities and add value to the work we do (and plan to do in the future), and
- coordinate action and foster greater collaboration and innovation across the council.

28. The Task Group noted that to support a One Planet Council Action Plan and to help draft a OPC scorecard, an Integrated Impact Assessment Tool (IIAT), also known as a Better Decision Making Tool (BDMT) (Annex 1), has been developed which aims to streamline decision-making processes and make it easier to assess a variety of statutory and Council Plan requirements. The aim is to consider a range of things that are important to the Council in one assessment. The IIAT is an amalgamation of:

- i. Communities Impact Assessment
- ii. Equalities Impact Assessment
- iii. Sustainability Impact Assessment

29. The purpose of this IIAT is to help officers make good balanced decisions and to mitigate, early on in the decision making process, any foreseen negative economic, social or environmental impacts. It aims to get officers to think about and record any positive and negative impacts that a proposed new service, project, programme of policy is likely to have on Council priorities. It will also ensure CYC meets its statutory requirements and embeds economic, social and environmental sustainability into everything the Council does.

30. The Task Group were disappointed to note that when implications are considered in standard Council reports these cover financial; human resources; equalities; legal; crime and disorder; IT; property and other. Sustainability is included in the "other" category and the Task Group considers that it merits a category of its own.

31. They agreed that the IIAT presents the Council with the opportunity to have a closer look at procurement so that local job opportunities can be taken into account thereby reducing environmental impacts as the IIAT forces thinking towards OPY principles.

32. To promote joint thinking and a joint understanding the Task Group suggested the IIAT be shared with city partners. And they asked about

the possibility of a simplified version of the IIAT being developed for wards and communities as this would help in considering ward priorities and spending.

33. At a meeting in late January 2017 the Task Group considered how best to try to balance the economic, social and environmental aspects of place to help mobilise the city and its citizens towards a more sustainable, resilient and collaborative future. The CYC Head of Communities and Equalities and the Principal Neighbourhood Management Officer also attended the meeting to help with this work.
34. The Task Group noted that the current approach to neighbourhood working is through ward committees, which have their own budgets to spend on local priorities. Led by ward councillors they are a way of bringing together local groups, residents, service providers and council departments to work in partnership to tackle issues at local level, using local knowledge, supporting data and available resources.
35. The Task Group was interested to note how ward budget decisions can be matched to the OPY vision and how these can make an individual or collective impact. They also noted that:
 - No organisation is able to deliver a sustainable, resilient city on its own and there is a need for partnership and mobilisation;
 - A lot of amazing things are happening around the OPY vision and the network of organisations involved is constantly growing;
 - People are switching on to the OPY agenda with high and growing levels of support;
 - Many of York's leading organisations have well defined policies and plans that put their operations, products and services on a more sustainable and resilient footing;
 - A One Planet Council is the CYC organisational plan towards OPY;
 - The OPC policy asks that whatever CYC does, it does in a way that actively supports, where possible, the 10 One Planet principles and does not work against or despite them.

36. The Task Group agreed that wards / neighbourhood working offers opportunities to align the OPY vision to ward / neighbourhood profiles to support the community resilience agenda.
37. It was also agreed a OPY toolkit or resources pack could be made available for Members as a way of presenting information and OPY logos can be used to help brand actions. A OPY app is already available to focus on waste and recycling. The app alerts users of their next bin collection date, lets them scan products to see if they can be recycled and shows them the nearest waste and recycling centres for larger items. Planet points are earned each time the app is used and a leader board indicates the most active users. As users register post codes it can assess which wards are most active.
38. Members also felt it would be useful if a notice board or display outlining the OPY vision was available for ward committee meetings and these could also be set up in libraries, community centres etc to spread the OPY message. Many wards have some difficult issues to address and trying to solve these issues within the OPY framework might make things easier. Ward budgets could be used to promote different priorities that fit the ward demographics.
39. It was suggested that OPY approach could be tested in pilot wards to gauge customer reaction. However, the Task Group agreed that to engage people you need to have outcomes which show that by taking part they are saving resources. There are city-wide examples of progress towards priorities such as sustainable food and reducing water usage and these need to be replicated at neighbourhood level.
40. The Task Group also agreed not to explore the city's Urban Living Pilot Project at this stage. The York City Environment Observatory pilot might bring new knowledge and insight regarding the economic, social and environmental interdependencies, but is only four months into a 15-month project.
41. This will see the University of York and City of York Council looking at the viability of a unique City Environment Observatory to further our understanding of how health, wellbeing and economic issues are linked to the quality of the environment. Over 18 months (August 2016 to approximately February 2018) the project team will develop an observatory design prototype to be implemented in the next five years if further funded by Research Council UK.

42. The project is fully funded by the Research Council UK and Innovate UK Urban Living Partnership scheme. York is one of five cities, along with Birmingham, Bristol, Leeds, Newcastle chosen to take part and this project will bring together 23 project partners, including businesses, local government, national agencies and research institutes. There are five work packages:
- Understand the impact of the natural, cultural, social and built environments on the health and well-being of citizens;
 - The expansion of the York Open Data platform to host the city's environmental data, provided by the projects partners;
 - Understand the needs of current city challenges for information from academics/partners data and knowledge;
 - Building and designing a system to generate real-time data to improve our understanding of the environment of York and other cities;
 - Designing models of Environmental Observatory for future Research Council bid.

Analysis

43. A sustainable city is one that meets the needs of the present without compromising the ability of future generations to meet their own needs.
44. Cities across the globe share common challenges in the areas of job creation, environmental resilience and improving the quality of life of local residents. A key challenge for city leaders is finding ways to balance the demand for a strong economy and an attractive place to live whilst also limiting damage to the environment. It is clear no utopian city exists, yet some cities are more advanced in their sustainability journeys than others.
45. CYC cannot transition York to a sustainable economy on its own. The council needs to work with businesses, academia and citizens, and across geographical boundaries to gain the skills, knowledge and contacts required for success.
46. The key to developing a sustainable local economy – a resilient “One Planet” city – is growing the circular economy to keep money flowing around the city as much as possible by procuring, spending and trading locally. To move sustainable economy opportunities forward it is

important that this is not seen in isolation as a “green” issue but more widely as a key contributor to quality of life and economic development.

47. In order to improve sustainability, city leaders need to put people at the heart of their sustainability plans.
48. York residents and CYC have been proactive in diverting waste away from landfill. Almost 44% of household waste was reused, recycled or composted in 2013/14 compared to just 15% 10 years ago. Over the same period household waste sent to landfill for disposal reduced from 84.6% to 56.4%.
49. Because of the amounts of carbon dioxide (CO₂) we generate our climate is changing. This is likely to lead to more frequent and severe weather events bringing significant risk of damage and disruption to the city. York has a history of flooding and it is likely to experience more extensive flooding more often in the future. York’s total CO₂ emissions currently stand at 1.1million tonnes. York has committed to tackling climate change and to becoming more resilient by reducing CO₂ emissions by 40% by 2020. Since 2005, total CO₂ emissions have fallen 16% with the council reducing its own emissions by an estimated 25%.
50. York’s compact size and flat terrain make sustainable travel a realistic option for many, with a higher proportion of trips by bicycle than many other UK cities. In 2013 York was ranked the third best cycling city in England (DETR). The large foot streets area is popular and the extensive bus network covers most areas. York’s nationally regarded Park & Ride service is one of the most effective in the country providing 4 million passenger trips each year.
51. There is pressure on the housing market with high values and rents. A programme of new council homes alongside award winning sustainable developments like Derwenthorpe will further underpin York’s economy.
52. Almost 90% of residents are satisfied with York as a place to live. Low crime, green space and health services are the things residents value most. Overall health and wellbeing levels are good but disparities in health outcomes persist. There is a gap of several years in life expectancy for males between the most and least deprived communities in York while more people die prematurely in York each year due to poor air quality than from obesity and road accidents combined. The main source of poor air quality is traffic emissions.

53. York is at the very heart of one of the most diverse food producing regions in the UK. It has been a recognised Fair Trade city since 2004 with regular city centre local food fairs and markets. The York Food and Drink festival showcases the wealth of quality Yorkshire produce that can be found in the region.
54. Ward committees can play a key role in advancing the OPY vision by bringing together local groups, residents, service provider and council departments and adapting the OPY 10 principles framework to fit the ward demographic. This could stimulate neighbourhood conversations to help improve understanding about what makes a place sustainable and resilient, increase awareness about what actions are underway to make the area/city more sustainable and resilient and increase recognition for those already doing great things.
55. A simplified version of the Integrated Impact Assessment Tool can be developed for wards and communities to help in considering neighbourhood and community priorities.

Consultation

56. This report has been compiled with the support of CYC's Strategic Manager – sustainability and transformation. The proposals for One Planet York emerged via a sustained period of community consultation and co-design with a range of local stakeholders. Initial framework design was informed by a resident's survey. Draft proposals were tabled at a sold-out summit event in March 2015 that attracted over 70 participants and these received strong backing. Ongoing input and advice has been received from York Environment Forum, St Nicholas Fields, Stockholm Environment Institute (University of York), the UK Sustainable Cities Network and Bioregional. Internally, the One Planet approach has received support from senior officers who see clear alignment between their own emerging strategies and plans.

Conclusions

57. Leading sustainable and resilient cities are striking a balance between economic, social and environmental needs. They often to work to a strong vision and are organised, determined and collaborative in their approach. Many local organisations are already showing firm leadership across the 10 OPY principles.

58. Many of the issues involved are interlinked with no one organisation in a position to tackle them alone. The Council can, however, act to encourage action. The OPY shared platform would enable partnerships to drive change, harnessing the enthusiasm and commitment of city stakeholders.
59. The OPY framework offers potential to increase understanding about what a sustainable and resilient city and neighbourhood looks like and in doing so set out a vision of a future that people and organisations can aspire to and work towards.
60. The One Planet York principles provide a new tool for elected members as they lead area profiling and the identification of ward priorities. There is the opportunity to align the drive for more active citizen involvement within a localised 'sustainable and resilient neighbourhood' narrative.
61. There is also the opportunity of utilising the OPY framework to further mobilise neighbourhoods / communities and stimulate new neighbourhood conversations. The framework could also be used to help decision making in relation to devolved budget allocation.

Review Recommendations

62. That the Committee recognises the opportunities that exist within the One Planet York framework and urges the Executive to show its ambition to become a One Planet Council by playing a leading role in further building the OPY network and maintaining a strong focus on the OPY vision. CSMC is asked to endorse the following recommendations in relation to the remit in paragraph 8 and repeated in italics.
 - i. *Review what leading sustainable cities and those similar to York are doing in seeking to balance economic, social and environmental needs.*

Recommendation

- a) The Council fully utilises the opportunities presented by the One Planet York framework to drive organisational efficiency and effectiveness through the principles of a One Planet Council and further mobilise the wider city towards a more sustainable and resilient One Planet York future.

ii. Explore potential of the One Planet York framework to:

- *Enable benchmarking with other cities through a new One Planet York 'city scorecard' (basket of measures)*
- *Increase understanding and wider awareness about what makes cities sustainable and resilient.*

Recommendations

- b) Communication of the One Planet York framework, vision and 10 principles are sustained across all media platforms and that widespread use of the One Planet York or One Planet Council logos is encouraged to demonstrate a united commitment in the One Planet York principles by City of York Council and our city partners.
 - c) That progress towards the One Planet York vision is measured via a new city scorecard and that the One Planet Council objectives are measured via a new council scorecard.
 - d) As the city scorecard will be based on the Grant Thornton Vibrant Economy Index, which includes a basket of measures across a range of economic, social and environmental themes, this scorecard is formally reported to CSMC on an annual basis to coincide with the Grant Thornton refresh in November each year.
 - e) That the One Planet York Task Group is reconvened in 12 months' time to review the impact of the Council's emerging service plans within the One Planet Council framework; how Key Performance Indicators align to the One Planet principles and to gauge the efficiency and effectiveness of internal communications.
- iii. Review statutory and local decision making tools, engagement and collaboration methods to help cities best balance economic, social and environmental needs.*

Recommendations

- f) City of York Council supports the full integration of the Better Decision Making Tool in the key decision making process.
 - g) Alongside the full integration of the BDMT, a plan is developed to support officers in the understanding and use of the tool to ensure its effectiveness.
 - h) CSMC review progress on embedding and implementing the BDMT in 12 months' time.
 - i) A specific heading relating to resilience and sustainability is added to the risks and implications section of CYC report templates.
 - j) The Council makes the BDMT available to partner organisations aligned to the One Planet York framework and explores whether a simplified version of the BDMT can be developed to assist ward committees when they consider the allocation of devolved budgets.
 - k) One Planet York notice boards, literature and static presentations are made available for ward committees interested in utilising the framework to further mobilise neighbourhoods / communities to get behind the OPY vision and to stimulate new neighbourhood conversations.
 - l) An elected member toolkit / resource pack is developed to assist ward committees, and is made available to community and voluntary groups to assist in making informed decisions within the One Planet York framework.
 - m) The Council arranges training for ward teams / committees to deliver One Planet York presentations to spread the One Planet message at local level.
- iv. Explore how the city's Urban Living Pilot Project – 'York City Environment Observatory' – could bring new knowledge and insight regarding economic, social and environmental interdependencies.*

Recommendation

- n) That CSMC request a report on the Urban Living Pilot Project once this work has been completed.

Council Plan

63. This report links to the focus on frontline services, a council that listens to residents and a prosperous city for all elements of the Council Plan 2015-19. The OPY programme directly supports the Council Plan's aims to embed sustainability into everything we do and work towards 'One Planet' living. It has direct links to ambitions to enhance York's economy, improve health and wellbeing, protect York's green spaces, increase the percentage of waste recycled, cut carbon emissions, improve air quality, focus on cost and efficiency and make the most of commercial opportunities.

Implications

64. **Financial** – There are no particular financial implications or risks arising from this report. The only issue to note is that this will create additional work for staff already at capacity and therefore it may come at the expense of other priorities.

The cost of preparing and designing three sets of displays to satisfy recommendation (k) is estimated at £1,00; to prepare and design an elected member took kit - £500; to arrange training for ward teams, 4 x 2 hour sessions - £450

- **Human Resources (HR)** – There are no HR implications
- **Equalities** – There are no equalities implications
- **Legal** – There are no legal implications
- **Crime and Disorder** – There are no crime and disorder implications
- **Information Technology (IT)** – There are no IT implications
- **Property** – There are no property implications
- **Other** – There are no other implications

Risk Management

67. There are no risks attached to the recommendations in this report. However, a failure to press the One Planet York message may lead to missed opportunities to build value into new work across the council and city, to reduce the city's carbon footprint and generate financial savings.

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Report Approved



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Specialist Implications Officer

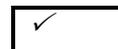
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Wards Affected:

All



For further information please contact the author of the report

Annexes

Annex 1 – Draft Better Decision making Tool

Abbreviations

BDMT – Better Decision making Tool

CSMC – Corporate & Scrutiny Management Policy & Scrutiny Committee

CYC – City of York Council

DETR – Department of the Environment, Transport and the Regions

GCSE – General Certificate of Education

GDP – Gross Domestic Product

GVA – Gross Value Added

IIAT – Integrated Impact Assessment Tool

LA – Local Authority

OPC – One Planet City

OPY – One Planet York

NEET – Not in Education, Employment or Training

R&D – Research and Development

VEI – Vibrant Economy Index

TTIP – Transatlantic Trade and Investment Partnership