

ANNEX 1

Public Sector Strategy and Policy Context

A variety of public sector bodies have been involved in the funding of other community stadiums, including the local authorities (primarily because of the local socio-economic and other community benefits which are created), Regional Development Agencies (because of the economic benefits), and the Sports Lottery Fund and Football Foundation (in light of the sporting benefits created such as widening of access and increased participation). Should the Community Stadium project align with the strategic objectives and priorities of these and other potential key public sector organisations, there is an opportunity for the project to attract grant funding support.

Given the project is at an early stage of its evolution, in the following section we focus only on strategic and policy framework involving the following organisations:

- City of York Council and the Local Strategic Partnership ('Without Walls'), in which the Council is a key player.
- Sport England.
- Football Foundation.
- Yorkshire Forward, as the Regional Development Agency for Yorkshire and the Humber.
- Visit York.

City of York Council and the Local Strategic Partnership ('Without Walls')

The Council's Corporate Strategy (2009 to 2012) details its corporate goals, priorities and commitments. The provision of a new Community Stadium has been identified as a priority in this strategy. It outlines the council's commitment as follows: "we will develop proposals to complete the building of a Community Stadium for the city that will provide high quality sport, recreation and other community focused opportunities". This commitment sits within the broader following objective of the Council: "we want to inspire residents and visitors to free their creative talents and make York the most active city in the country. We will achieve this by providing high quality cultural and sporting activities for all".

'Without Walls' is York's Local Strategic Partnership and is the umbrella partnership. It is a strategic level body that brings together key organisations, agencies and partnerships from the public, private, voluntary and community sectors within York. In addition to the council, the partners include North Yorkshire and York Primary Care Trust, North Yorkshire Police, York University, Higher York, York Council for Voluntary Service, the Chamber of Commerce, and Jobcentre Plus. Support to the Without Walls Partnership is provided through Council officers and is funded by the Council. No other funding is currently provided by partners.

Without Walls works to develop and deliver the Community Strategy (called 'York - A City Making History'). It brings together partners on the basis of a shared common purpose, which is to work together for the benefit of the city. The Community Strategy is structured around the following seven themes:

- The Thriving City - continue to support York's successful economy to make sure that employment rates remain high and that local people benefit from new job opportunities.
- The Learning City - make sure that local people have access to 'world class' education and training facilities and provision. This will help them to develop the skills and aspirations they need to play an active part in society and contribute to the life of the city.
- A City of Culture - inspire residents and visitors to free their creative talents and make York the most active city in the country. We will achieve this by providing high quality cultural and sporting activities for all.
- The Safer City - a safer city with low crime rates and high opinions of the city's safety record.
- The Sustainable City - reduce our impact on the environment while maintaining York's special qualities and enabling the city and its communities to grow and thrive.
- The Healthy City - be a city where residents enjoy long healthy and independent lives. For this to happen we will make sure that people are supported to make healthy lifestyle choices and that health and social care services are quick to respond for those that need them.
- The Inclusive City - make sure that all citizens feel included in the life of York. We will help improve prospects for all, tackle poverty and exclusion and make services and facilities easy to access.

There are a few projects considered by the city that have the potential to make a significant impact on the aims and objectives of all key themes. The Community Stadium project has that potential.

Active York is accountable to the Without Walls partnership with the primary aim of delivering on a range of associated increased participation targets. Active York also functions as a strategic planning, consultative, and implementation body for sport and active leisure in the city. Active York has undertaken analysis of current and anticipated future community sport and leisure provision across York, the outputs of which are discussed as part of our appraisal of the Community Stadium's possible facility mix, discussed later.

Sport England

Sport England is the government agency responsible for developing England's community sports network. It is one of the bodies responsible for distributing National Lottery funds, so could be a potential grant funder of the proposed new Community Stadium in York. Sport England focuses its investment on organisations and projects that will grow and sustain participation in grassroots sport and create opportunities for people to excel at their chosen sport.

The new Community Stadium could provide a new, safe and affordable 'hub' for sport, leisure, learning and well-being in York, and therefore create significant opportunities for the increased participation in sport. In addition to new high quality sports facilities, the stadium could provide a base for sports development activities which target specific groups which exhibit lowest levels of participation. The facilities could also support Sport England's talent development agenda through the provision of high quality training pitches, facilities and services.

Sport England have recently published a toolkit for the Developing Sustainable Community Facilities (May 2009). It focuses on seeking commercially sustainable facilities and strongly encourages multi-agency approaches and the development of sport and well-being hubs. The approach proposed is highly consistent with the thinking and options set out in this report and thus adopts the new thinking of Sport England.

The Football Foundation

The Football Foundation is funded by the Premier League, the Football Association and the Government. Each year, the Premier League, the Football Association and the Government invest £40 million into the Football Foundation. As mentioned in the introductory chapter, the Football Foundation have already provided a £2 million loan to York City FC, which is convertible into a grant for the development of a new stadium in York, providing an application is received (and approved) by the Football Foundation by May 2012.

Yorkshire Forward

Regional Development Agencies have been shown to support other community stadia in England, primarily because of the economic benefits which can be generated (e.g., additional jobs created and supported). For example, the East of England Development Agency provided a £1 million contribution towards the £14 million capital costs associated with the development of the Colchester Stadium. Because of this, it is necessary to reflect upon the strategic agenda of Yorkshire Forward, as the Regional Development Agency for Yorkshire and the Humber.

It is important therefore to highlight the strategic framework provided by the Regional Economic Strategy (sometimes referred to as the 'RES'), as this guides Yorkshire Forward's intervention and investment in projects. The RES provides a ten year blue print to improve Yorkshire and the Humber's economy. Its over-arching goal is to seek high quality, sustainable growth which will maximise the long-term benefits to businesses, people, and the

environment. The RES has the creation of 'great places' at its heart, and identifies six strategic objectives, as follows:

- More businesses (because higher levels of enterprise are important).
- Competitive businesses (making indigenous businesses more productive because they innovate and invest).
- Skilled people (with talents that employers value and which offer due reward).
- To connect people to good jobs (because levels of employment make a big difference to people and the economy, and we need more people in jobs in deprived areas).
- Enhanced transport, infrastructure and the environment (a strong economy needs good sustainable transport connections and to make the best of the environment and infrastructure).
- Stronger cities, towns and rural communities (to ensure they are attractive places to live, work and invest).

In addition to the above objectives, the RES details three 'cross-cutting themes' which underpin the entire strategy, which are:

- Sustainable development (growing businesses through a long-term approach that benefits the environment).
- Diversity (ensuring all people and businesses realise their potential and contribute to a better economy).
- Leadership and ambition (the region raises its sights and promote a culture where people, businesses and agencies aim high and drive change).

Focusing on the first of these cross-cutting themes, modern stadia are increasingly looking to optimise their environmental sustainability, with Dartford's Princes Way Stadium being a useful example of this (as will be discussed later in this report). Also, the City of York Council have been clear in their commitment to ensuring that any new Community Stadium in York should be environmentally sustainable. This suggests that a project which both maximises the economic outputs of additional skilled employment created and supported, as well as being developed sustainably would align with the strategic objectives and priorities of Yorkshire Forward.

Visit York

Visit York is the destination management organisation that is responsible for strengthening the promotion and development of tourism in York. One of Visit York's funding partners is Yorkshire Forward, so it forms part of the regional

network of organisations which helps deliver the Visitor Economy Strategy for Yorkshire and the Humber. In light of this, it is necessary to assess Visit York's strategic agenda for developing York's tourism sector further, and the possible role the new Community Stadium could play in supporting this strategic agenda.

In 2007, a 'Tourism Strategy and Action Plan' for York was published, which includes a variety of strategic objectives and priorities for growing City's tourism sector (which align with the broader regional objectives as detailed in the regional Visitor Economy Strategy). The key priorities include strategic, long-term investment which will enhance York's visitor offer and encourage high spending, long stay visitors by adding value to their trip. Specific areas of priorities for investment include the following:

- Investment in the quality of place, corridors and linkages between the key attractions.
- Supporting major investment propositions that benefit tourism.
- High quality, innovative visitor information centre provision.
- Support for events and festivals as a means of bringing new, and returning longer stay, visitors to York.
- Attracting high quality hotel development.
- Developing York as a Gateway to the rest of Yorkshire (which is particularly important given that York already attracts high numbers of the ABC1 socio-economic groups from areas such as London, the South East, and the Midlands, which are core target markets for Yorkshire and the Humber as a whole).

Because of the strength and prospects of its holiday and business tourism markets, York is currently the focus of a great deal of interest from potential hotel developers and operators. However, most of the expressions of interest have been in relation to budget and mid market (three-star) provision, which whilst an important offer for certain tourism market segments, is not a strategic priority for York as a tourism destination. As per the Tourism Strategy's priorities above, discussions with Visit York (undertaken for this preliminary feasibility study) confirm that a particular strategic priority is to attract high quality (4-star plus) hotel provision to York. Visit York is particularly keen to see new hotels that are distinctive. Also, there is a market gap for new hotels that offer high quality conference facilities, including a range of different sized conference and meeting rooms, and break-out rooms. In terms of potential locations, Visit York has a preference for sites close to the city centre (with good access from the railway station).

Table : Areas of strategic alignment with public sector strategy and policy

Possible outcomes / outputs	Alignment with public sector strategy / policy
Jobs safeguarded / created directly / supported indirectly	<ul style="list-style-type: none"> Yorkshire Forward (e.g., the creation of additional skilled employment). CYC Corporate Strategy – Thriving City.
Skills development (e.g., adults achieving vocational qualifications, work-based training, etc.)	<ul style="list-style-type: none"> Yorkshire Forward (as per the above point). CYC Corporate Strategy - Thriving City and Learning City; Sport England – Developing Sustainable Community Facilities
Brownfield land reclaimed or developed (should such a site be used for the Community Stadium)	<ul style="list-style-type: none"> Yorkshire Forward (as one of their aims is to help bring brown-field sites back into economic use). CYC Corporate Strategy – Sustainable City and Thriving City, Sport England – Developing Sustainable Community Facilities
Businesses linked with the education sector	<ul style="list-style-type: none"> Yorkshire Forward (as they are keen to help forge productive links between businesses and the education sector, particularly in areas such as R&D). CYC Corporate Strategy – Learning City and Thriving City
Creation of new quality hotel and conference facilities (as part of a new ‘visitor destination’ for York)	<ul style="list-style-type: none"> This outcome would align with the strategic agenda of a number of key agencies, including Yorkshire Forward, City of York Council, and Visit York. For example, Yorkshire Forward is keen to support initiatives which will create new destinations to grow the region’s economy and are focused on raising the quality of the region’s tourism offer in general. Allied to this, Visit York (as Yorkshire Forward’s sub-regional tourism delivery partner) has identified a need for additional, high quality hotel provision in York. As tourism is so important to the Gross Domestic Product of York, the Council is keen to see new developments which will enhance the sectors contribution to the wider economy, as long as they are sensitive to the environment. CYC Corporate Strategy - Thriving City and City of Culture.
Creation of new sports and leisure facilities which will be accessible to all members of the local	<ul style="list-style-type: none"> Sport England and the Football Foundation - both organisations are focused on increasing participation in sporting and active leisure, particularly in terms of (1) encouraging greater levels of participation within the 16-plus age group, and (2) enabling the identification and nurturing of elite sports people.

community	CYC Corporate Strategy - Healthy City and Inclusive City
Development of a new, high quality sport, recreation and other community facilities which will help improve participation in sports and leisure to assist with the improvement of levels of health across the city	<ul style="list-style-type: none"> • This outcome would align with the strategic agenda of many organisations, including the City of York Council, 'Without Walls' (the Local Strategic Partnership), and the Football Foundation. • For example, the local strategic partnership is committed to improving the health of York's residents, as there are instances of poor health, obesity and low levels of participation in sport and physical activity in some of the more deprived wards. • CYC Corporate Strategy – Healthy City, Inclusive City and Safer City. • Sport England – Developing Sustainable Community Facilities
The creation of a wide range of learning opportunities for local people within the education facilities which could be provided at the Community Stadium	<ul style="list-style-type: none"> • Without Walls, as one of the local strategic partnership's over-arching goals is to make sure that local people have access to 'world class' education and training facilities and provision. • Option to create an Institute for sports sciences and well being. CYC Corporate Strategy – Learning City, Healthy City, Thriving City.
A sustainable stadium Potential to create the UK's first Eco-Stadium	<ul style="list-style-type: none"> • Sustainability is one of the cross-cutting themes of the Regional Economic Strategy (which is delivered by Yorkshire Forward and its local, sub-regional and regional partners). It is also a key theme of the Without Walls partnership. • We are aware of other projects in the UK where Regional Development Agency investment has been provided to help fund sustainable capital projects (e.g., to assist in ensuring that projects meet the tightest standards of environmental. • CYC Corporate Strategy – Sustainable City and City of Culture • Sport England – Developing Sustainable Community Facilities

