

Annex 9: Community Stadium Detailed Strategic Fit Matrix

How could the Community Stadium help to address the needs, challenges & issues as well as deliver the desired outputs highlighted in both the City's & Region's Strategies

Potential Stadium Outputs Grouped into Strategic Themes							
Strategies	Thriving <ul style="list-style-type: none"> Job Creation Learning, training & skills Hotel Conference/Exhibition Resident & visitor economy Office space 	Sustainable <ul style="list-style-type: none"> Carbon Neutral New technologies Leading by example Re-useable energies Reduce waste/increase recycling Accessible Sustainable materials 	Safety <ul style="list-style-type: none"> Blue light services Closed road cycling Community hub & centre Community engagement 	Learning <ul style="list-style-type: none"> Learning, training & skills Non-traditional educational setting NEET Science City 	Inclusivity <ul style="list-style-type: none"> Area of deprivation Easily accessible Community Sport Community hub/centre Volunteering opportunities 	Culture <ul style="list-style-type: none"> Community sport Professional sport Sports village Sporting culture Improved facilities Events & Hospitality Conference/Exhibition Volunteering New sporting pathways 	Health <ul style="list-style-type: none"> Health services Hub of well being Encourage sport participation Community Sport Service accessibility New Sporting Pathways
York – a city making history. Vision and Sustainable Community Strategy 2008-2025	<ul style="list-style-type: none"> Use York's distinctiveness to improve the city further by enhancing its physical & cultural qualities for community & economic development Keep York's employment levels high & economy buoyant by supporting local employers, developing a diverse economy & balanced employment structure. Use York's brand & position to promote the city within the global network Improve the tourism offer (including retail & business tourism) Broaden York's economic base Address skills gaps, income disparities & low aspiration to minimise economic differences. Need to build resources to drive ambitions when York has a low resource base 	<ul style="list-style-type: none"> Endeavour to balance physical growth & environmental sustainability with responsible choices in respect of climatic & environmental challenges 	<ul style="list-style-type: none"> We will maintain community cohesion & develop strong, supportive & durable communities. Improve levels of democratic activity & civic engagement 	<ul style="list-style-type: none"> We will encourage partnerships within the city and beyond that benefit everyone and achieve mutual advantage Address skills gaps, income disparities and low aspiration to minimise economic differences 	<ul style="list-style-type: none"> Use York's distinctiveness as a way to improve the city further by enhancing its physical & cultural qualities as a basis for community & economic development We will maintain community cohesion & develop strong, supportive & durable communities. Address skills gaps, income disparities and low aspiration to minimise economic differences Decide on the most appropriate way to improve travel and transport to address blockages and increase connectivity and accessibility. Improve levels of democratic activity and civic engagement 	<ul style="list-style-type: none"> We will assert our role as an important regional city. We will use York's brand and position to promote the city within the global network Use York's distinctiveness as a way to improve the city further by enhancing its physical & cultural qualities as a basis for community & economic development improve the tourism offer (including retail and business tourism) Improve levels of democratic activity and civic engagement 	<ul style="list-style-type: none"> We will encourage partnerships within the city and beyond that benefit everyone and achieve mutual advantage Decide on the most appropriate way to improve travel and transport to address blockages and increase connectivity and accessibility.
City of York Council Corporate Strategy 2009-12	<ul style="list-style-type: none"> Continue to support York's successful economy to make sure that employment rates remain high & that local people benefit from new job opportunities 	<ul style="list-style-type: none"> Aim to be clean & green, reducing impact on the environment while maintaining York's special qualities & enabling the city & it's communities to grow & thrive 	<ul style="list-style-type: none"> We want York to be a safer city with low crime rates & high opinions of the City's safety record 	<ul style="list-style-type: none"> Make sure local people have access to world-class education & training facilities & provision. Develop skills & aspirations to play an active part in society & contribute to the life the city. 	<ul style="list-style-type: none"> All citizens feel included in the life of York. Improve prospects for all, tackle poverty & exclusion & make services & facilities easy to access 	<ul style="list-style-type: none"> Inspire residents & visitors to free creative talents & make York the most active city in the country. Provide providing high quality cultural & sporting activities for all 	<ul style="list-style-type: none"> Residents enjoy long, healthy & independent lives. People are supported to make healthier lifestyle choices & health & social care services are quick to respond to those that need them

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York – Sustainable City WOW Partnership Plan	<ul style="list-style-type: none"> To secure a sustainable environment for York and its people so that they may enjoy high quality natural and built environments that are also attractive to enterprise. 	<ul style="list-style-type: none"> Emphasize the need for everyone in York to reduce their impact on the local and global environment and to measure their carbon and ecological footprint To promote good sustainable location, design, construction and use of all buildings through planning policies and guidance. To promote techniques and methods for producing less domestic, commercial and industrial waste, and to maximise the proportions of waste going for reuse, recycling and composting. 			<ul style="list-style-type: none"> To promote pride of place amongst local residents and support them in improving the quality of their communities; 	<ul style="list-style-type: none"> To promote a green infrastructure approach to planning with green linkages between open spaces to maximise their benefit to people and wildlife. To enable everyone in York to enjoy, conserve and enhance the natural and built environment for the benefit of present and future generations. 	<ul style="list-style-type: none"> To reduce, by progressive planning, the distances people need to travel for all purposes and to promote walking and cycling.
York – Thriving City (Business) WOW Partnership Plan	<ul style="list-style-type: none"> Being at the forefront of innovation and change with a prosperous and thriving economy Support the progress & success of existing businesses & encouraging new enterprises that will sustain high employment rates Have a leading edge, modern, knowledge & science-based economy To be ranked as an international quality leisure & business visitor destination. A focus for high quality external investment & supportive of local business and small business development Lack of quality employment sites & accommodation Be at the forefront of innovation & change 	<ul style="list-style-type: none"> Balancing & using the successful economy to achieve high environmental standards & quality of life, taking account of the commitment to limit any impact on the carbon footprint of the city. 		<ul style="list-style-type: none"> To have a leading edge, modern, knowledge and science-based economy To have a broad based economic structure, characterised by good working practices, and with a highly skilled and motivated workforce Skill levels within the York workforce will be enhanced through partnership working with the Learning & Skills Council, Lifelong Learning Partnership, education and training providers and Future Prospects. 	<ul style="list-style-type: none"> Ensuring that all sections of the community are able to benefit from economic opportunities. 	<ul style="list-style-type: none"> To be ranked as an international quality leisure and business visitor destination. Lack of investment in the city's heritage & tourist industry 	

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York – The Healthy City – WOW Partnership Plan	<ul style="list-style-type: none"> • Plan ahead so workforces are skilled and supported to meet future needs 	<ul style="list-style-type: none"> • Everyone...has easy access to responsive health and social care services. 		<ul style="list-style-type: none"> • Using projections of future need health and social care employers will work with partners to identify and skill up the future workforce required. 	<ul style="list-style-type: none"> • Everyone...has easy access to responsive health and social care services. • Address inequalities in health outcomes and in the determinants of health • To develop safe, effective, quality services in the right settings, as close to home as is possible and clinically appropriate • Addressing health needs of those who are at risk of exclusion or isolation, such as older people, new entrants to the country, travellers and the homeless 	<ul style="list-style-type: none"> • Supporting individuals & communities to make healthy choices 	<ul style="list-style-type: none"> • Engage community in planning & development of health & social care services & pathways. • Jointly commission health & social care to meet needs of the population, combining expertise & resources of NHS & LA. • Prevent ill health & promote well being by supporting individuals & communities to make healthy choices • Work together to halt the rise in obesity in children & adults • Develop & deliver services to ensure more residents enjoy good physical & mental health that comes from increased participation in active lifestyles. • Continue to improve access to treatment in hospitals, general practice, dentistry & community services.
York - The Safer City – Wow Partnership Plan	<ul style="list-style-type: none"> • To involve residents, tourists & businesses in making York a safer city 		<ul style="list-style-type: none"> • To make certain that high visibility patrols & enforcement activities are swift & locally responsive • To reduce the levels of anti-social behaviour in our neighbourhoods • Design principles are incorporated into all new developments • To work with Safer Neighbourhoods Policing teams to develop short, medium and long term responses to issues of anti-social behaviour at neighbourhood level 		<ul style="list-style-type: none"> • Empower & encourage residents to actively participate in the life of the community & look out for their neighbours • To overcome barriers of community cohesion & ensure that no-one is excluded • In partnership with other agencies, develop a range of social programmes for young adults aimed at those deemed to be most at risk from offending and anti-social behaviour • To work with partners to ensure all sectors of the community are involved in community consultation and problem solving 	<ul style="list-style-type: none"> • To work with others to provide a range of positive social activities for young adults 	<ul style="list-style-type: none"> • To work with others to reduce drug and alcohol misuse in the city

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York - The Learning City - WOW Partnership Plan	<ul style="list-style-type: none"> • To enhance the employability skills of young people (in response to employer's needs), particularly at age 16 & 18, through the improved quality & choice of learning opportunities • Work closely with partners in the business sector & in economic development to ensure that economic & learning plans address skills gaps. 			<ul style="list-style-type: none"> • Continue to improve quality & choice of learning provision, aspiring to be outstanding for all types of provision to meet needs of children & young people, adults, families, communities & employers • Enhance the employability skills of young people (in response to employer's needs), through the improved quality & choice of learning opportunities • Improve learning pathways & progression opportunities for 14-19 year olds & mature learners, to develop an appetite for study through to higher education • Increase number of learning opportunities accessible in neighbourhoods & at non-traditional venues • Develop a York recognition framework for work-related competency skills & attributes gained through both formal & informal learning, appropriate to meet the needs of employers, employees & those seeking to return to work. 	<ul style="list-style-type: none"> • Increase the achievement of all children & young people with a focus on narrowing the gap in attainment for the most vulnerable & disadvantaged groups of learners • The LA will continue to use innovative & targeted interventions at school & pupil level to narrow the gap at all key stages for pupils working below age-related expectations. • Increase the number of young people actively engaged in education & training, by ensuring that those facing additional barriers have access to appropriate opportunities, support & advice • Raise skills levels throughout working age population to support York's increasingly diverse economy, ensuring all the city's residents can access new employment opportunities. 		

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York – A city of Culture – WOW Partnership Plan	<ul style="list-style-type: none"> Cultural activities will help develop local creativity, skills and talent and promote community enrichment, wealth and job creation 	<ul style="list-style-type: none"> The city will be known for cultural developments that are green and eco-friendly 	<ul style="list-style-type: none"> A vibrant city centre will be matched by a strong neighbourhood culture 	<ul style="list-style-type: none"> Residents will use cultural provision for informal and formal learning opportunities that benefit the city's skills and its economy Partnership working between our universities and business will nurture creative career opportunities for arts graduates, help promote the City's cultural offer, and driving innovation across the cultural, scientific and economic sectors 	<ul style="list-style-type: none"> Young people will be welcome, visible and prominent in the city. The perception that there is not enough provision for them will be addressed 	<ul style="list-style-type: none"> To be proactive in developing our cultural offer for residents and visitors To improve the public realm in the city To be recognised internationally as a cultural city Cultural quarters will be developed to stimulate cultural developments, building on existing strengths, linking together existing attractions and facilities, and providing the highest quality of infrastructure A more cosmopolitan, more youthful profile will be projected through cultural product that is more distinctive and "edgy" rather than safe and traditional To be a city of high quality spaces Cultural venues and spaces will be readily available, and of a quality to inspire people to take part 	<ul style="list-style-type: none"> Three quarters of the population of York are physically inactive The city's cultural provision will engender wellbeing, and promote activity friendly opportunities notably to walking and cycling by day and after dark
York – The Inclusive City – WOW Partnership Plan					<ul style="list-style-type: none"> For residents to share in the city's economic, environmental & social well being, Promote & support good citizenship through volunteering Improve access to services, information & facilities for all residents 		<ul style="list-style-type: none"> Take the lead in assessing the impact that population change will have on the city and developing the services that will be required to meet the changing needs of all York's citizens.
England Hockey – Strategy 2009-13					<ul style="list-style-type: none"> Help clubs and associations to develop and thrive 	<ul style="list-style-type: none"> Raise the sport's profile Achieve international podium success Embed the Single System 	<ul style="list-style-type: none"> Attract and retain more people in the sport

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<p>England Athletics Mission Statement and England Athletics Strategy - What we are going to do and how we are going to do it 2009-2013</p>	<ul style="list-style-type: none"> Working with competition providers to deliver an integrated nationwide calendar of events that enables all athletes to challenge themselves at an appropriate level. 		<ul style="list-style-type: none"> Providing more opportunity for people to run, more safely, more often. 	<ul style="list-style-type: none"> Supporting affiliated clubs & associations to access the expertise, facilities & welcoming environments that will develop every athlete, coach, official & volunteer to their full potential. 	<ul style="list-style-type: none"> To increase participation across a wider cross-section of the community Access the expertise, facilities & welcoming environments that will develop every athlete, coach, official & volunteer to their full potential Improving performance levels & growing the next generation of champions Embracing athletes of all abilities, from all communities Everyone can participate in a safe & enjoyable environment free from the threat of intimidation, harassment, neglect & abuse. Increase diversity in the sport, reducing inequalities, tackling gender, ethnicity & disability inequalities Develop & deliver a nationwide disability athletics development programme that is integrated, wherever possible improve access to training facilities to support aspiring coaches and athletes. 	<ul style="list-style-type: none"> Providing development opportunities for the most talented athletes to compete To deliver an integrated nationwide calendar of events that enables all athletes to challenge themselves at an appropriate level. Growing & sustaining participation levels in the sport Improving experience of every participant in sport Improving performance levels & growing the next generation of champions Focused on continuous improvement Deliver a nationwide volunteer recruitment campaign Support the growth & maintenance of athletics facilities. to influence local planning frameworks, growth agendas & local authorities to improve local athletics facilities. Excellent communications, to support existing volunteers & participants & to welcome newcomers to the sport 	<ul style="list-style-type: none"> To increase participation across a wider cross-section of the community Growing & sustaining participation levels in the sport

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Sport England Strategy 2008-2011					<ul style="list-style-type: none"> Talented people from all backgrounds are identified early, nurtured & have the opportunity to progress to the elite level Everyone who plays sport has a quality experience & is able to fulfill their potential 	<ul style="list-style-type: none"> Maximise volunteering focus Create a world leading community sports system Create a vibrant sporting culture in England Develop & accelerate talent Sustain current participants Ensure people have a high quality experience Increase regular participation in sport Engage with LAs to influence investment Ensuring quality sport opportunities exist beyond the school gates Enabling children & young people to migrate seamlessly from school environment to community sport. 	
England Disability Federation Sports Strategy 2007 to 2012					<ul style="list-style-type: none"> Support the development of quality inclusive opportunities through key sports, recreational & leisure service providers Promote inclusion & achieve equality of sporting opportunities for disabled people To increase participation in sport Ensure disabled people can access the sport & physical activity of their choice, at a level of their choice & the venue of their choice. 	<ul style="list-style-type: none"> To support the development of quality inclusive opportunities through key sports, recreational, and leisure service providers To increase the number of volunteers working within disability sport To increase participation in sport 	<ul style="list-style-type: none"> To increase participation in sport
Cycling City Annual Report 2007-08		<ul style="list-style-type: none"> Demonstrate that investment in cycling brings wider benefits to key major Government departments & helps them achieve targets related to congestion, air quality, & sustainability. 	<ul style="list-style-type: none"> More people cycling, more safely, more often. 		<ul style="list-style-type: none"> Demonstrate investment in cycling brings wider benefits to key major Government departments & helps them achieve targets related to accessibility. 	<ul style="list-style-type: none"> Cost-effective cycling projects through partnership with local authorities More people cycling, more safely, more often. 	<ul style="list-style-type: none"> Demonstrate that investment in cycling brings wider benefits to key major Government departments & helps them achieve targets related to physical activity.

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British Cycling – The Whole Sport Plan 2009-2013		<ul style="list-style-type: none"> Inspire participation in cycling as a sport, recreation & sustainable transport through achieving worldwide success 	<ul style="list-style-type: none"> Create a comprehensive network of accessible traffic free multi-disciplined cycling facilities enabling the effective & safe delivery of cycling activities Continue to work with the appropriate agencies to ensure the public highway is a safe environment for all cyclists. 	<ul style="list-style-type: none"> More young people participating in leadership & volunteering 	<ul style="list-style-type: none"> More young people participating in club activities Promote & encourage all groups to participate in cycling as a leisure pursuit 	<ul style="list-style-type: none"> Inspire participation in cycling as a sport, recreation & sustainable transport through achieving worldwide success A quantifiable increase in satisfaction More young people participating in club activities More young people participating in leadership & volunteering Develop an effective, well-trained, motivated and appropriately resourced volunteer workforce, to support the development & growth of all aspects of Cycling. Integrate cycling into daily life, such as riding to school, work, to the shops or socially Create a comprehensive network of accessible traffic free multi-disciplined cycling facilities enabling the effective and safe delivery of cycling activities Encourage & support clubs & groups who wish to develop new...facilities & infrastructure. 	<ul style="list-style-type: none"> to encompass cycling as...active living Promote & encourage lifelong participation in cycling as part of an enjoyable & healthy lifestyle amongst all groups Integrate cycling into daily life, such as riding to school, work, to the shops or socially.

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Regional Economic Strategy for Yorkshire and the Humber 2006 - 2013	<ul style="list-style-type: none"> Improve workforce skills from basic to graduate level More people to have the skills business needs Big increase in the numbers of people with basic skills & above, with 'Level 2+' as the norm The economy's skills needs met by improved links between supply & demand More businesses (because higher levels of enterprise are important). Competitive businesses (making indigenous businesses more productive because they innovate & invest). Skilled people (with talents that employers value & which offer due reward). leadership & ambition (the region raises its sights & promote s a culture where people, businesses & agencies aim high & drive change). 	<ul style="list-style-type: none"> Protect, enhance & utilise the environment & natural resources 		<ul style="list-style-type: none"> Improve workforce skills from basic to graduate level More people to have the skills business needs More young people in education or training until 19 Increase in the numbers of people with basic skills & above Create a new enthusiasm for learning & increase attainment Improve skills...to ensure appropriate skills for employability and suitable career progression routes Improve skills of people in work & the potential workforce Improve higher level skills to capture potential of people with degrees Skilled people (with talents that employers value and which offer due reward). 	<ul style="list-style-type: none"> Diversity (ensuring all people and businesses realise their potential & contribute to a better economy), 	<ul style="list-style-type: none"> Utilise the voluntary sector to reach local people & improve service delivery. Use culture to contribute to the economy 	<ul style="list-style-type: none"> Capitalise on ...health and other public sector investment
Football Foundation	<ul style="list-style-type: none"> Support projects that use football & sport to contribute to ... training & employment. 	<ul style="list-style-type: none"> Respect the environment - promote environmental best practice. 		<ul style="list-style-type: none"> Support projects that use football & sport to contribute to educational attainment, closing the skills gap, improving lifelong learning 	<ul style="list-style-type: none"> Improve health and wellbeing - support projects that use football and sport to contribute to tackling health inequalities Build equality - projects that use football & sport to increase participation Consider equality of access 	<ul style="list-style-type: none"> Improve health and wellbeing - support projects that use football and sport to contribute to tackling health inequalities, major health killers and improving mental health and wellbeing. Support projects that use football & sport to contribute to...personal development from participation through volunteering 	<ul style="list-style-type: none"> Improve health and wellbeing - support projects that use football and sport to contribute to tackle...major health killers and improving mental health and wellbeing.

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Strategies ↓	Thriving <ul style="list-style-type: none"> • Job Creation • Learning, training & skills • Hotel • Conference/Exhibition • Resident & visitor economy • Office space 	Sustainable <ul style="list-style-type: none"> • Carbon Neutral • New technologies • Leading by example • Re-useable energies • Reduce waste/increase recycling • Accessible • Sustainable materials 	Safety <ul style="list-style-type: none"> • Blue light services • Closed road cycling • Community hub & centre • Community engagement 	Learning <ul style="list-style-type: none"> • Learning, training & skills • Non-traditional educational setting • NEET • Science City 	Inclusivity <ul style="list-style-type: none"> • Area of deprivation • Easily accessible • Community Sport • Community hub/centre • Volunteering opportunities 	Culture <ul style="list-style-type: none"> • Community sport • Professional sport • Sports village • Sporting culture • Improved facilities • Events & Hospitality • Conference/Exhibition • Volunteering • New sporting pathways 	Health <ul style="list-style-type: none"> • Health services • Hub of well being • Encourage sport participation • Community Sport • Service accessibility • New Sporting Pathways
Yorkshire and Humber Visitor Economy Strategy	<ul style="list-style-type: none"> • Develop region's tourism offer based on identified strengths & opportunities. • To ensure that the development of great places in region maximizes the potential for growth of the visitor economy • To raise the quality of the tourism offer in the region. • To promote a positive image of the region in a contemporary way that inspires visitors to experience Yorkshire. 					<ul style="list-style-type: none"> • promote strategic direction for growth of the visitor economy behind which the tourism sector can align develop the region's tourism offer of the future based on identified strengths and opportunities. 	
Visit York Tourism Strategy and Action Plan 2007	<ul style="list-style-type: none"> • Investment in the quality of place, corridors and linkages between the key attractions. • Supporting major investment propositions that benefit tourism. • Support for events & festivals as a means of brining new, & returning longer stay, visitors to York. • Attracting high quality hotel development. • Developing York as a Gateway to the rest of Yorkshire 					<ul style="list-style-type: none"> • Support for events & festivals as a means of brining new, & returning longer stay, visitors to York. 	

Annex 9: Community Stadium Detailed Strategic Fit Matrix

How could the Community Stadium help to address the needs, challenges & issues as well as deliver the desired outputs highlighted in both the City's & Region's Strategies

Potential Stadium Outputs Grouped into Strategic Themes							
Strategies ↓	Thriving	Sustainable	Safety	Learning	Inclusivity	Culture	Health
	<ul style="list-style-type: none"> Job Creation Learning, training & skills <ul style="list-style-type: none"> Hotel Conference/Exhibition Resident & visitor economy <ul style="list-style-type: none"> Office space 	<ul style="list-style-type: none"> Carbon Neutral New technologies Leading by example Re-useable energies Reduce waste/increase recycling <ul style="list-style-type: none"> Accessible Sustainable materials 	<ul style="list-style-type: none"> Blue light services Closed road cycling Community hub & centre Community engagement 	<ul style="list-style-type: none"> Learning, training & skills Non-traditional educational setting <ul style="list-style-type: none"> NEET Science City 	<ul style="list-style-type: none"> Area of deprivation Easily accessible Community Sport Community hub/centre Volunteering opportunities 	<ul style="list-style-type: none"> Community sport Professional sport Sports village Sporting culture Improved facilities Events & Hospitality Conference/Exhibition <ul style="list-style-type: none"> Volunteering New sporting pathways 	<ul style="list-style-type: none"> Health services Hub of well being Encourage sport participation Community Sport Service accessibility New Sporting Pathways
North Yorkshire's Joint Strategic Needs Assessment 2008/11	<ul style="list-style-type: none"> Increase the availability of affordable housing. Develop sustainable employment opportunities. Increase the number of training and employment opportunities for young people aged 16-19 years. Increase support for preparing pupils for employment or further education. Increase the diversity & level of skills. 		<ul style="list-style-type: none"> Reduce deaths & serious injuries on the roads. 	<ul style="list-style-type: none"> Enable all children & young people to attend, participate in, and enjoy their learning. Increase the number of training and employment opportunities for young people aged 16-19 years. Increase support for preparing pupils for employment or further education. 	<ul style="list-style-type: none"> Improve health outcomes for people living in the most deprived areas of North Yorkshire. Create more opportunities for social inclusion, activity and occupation. Improve support and services available to parents & families of children with learning difficulties & disabilities Enable all children & young people to attend, participate in, and enjoy their learning. Create more opportunities for social inclusion & occupation. Improve the local environment and access to the community. Increase the availability of affordable housing. Improve access to services for children & young people. Improve equality of access to specialist services & support for all children & young people. 	<ul style="list-style-type: none"> Increase physical activity in children, young people and adults, but particularly amongst sedentary people. Increase access to sports, arts and cultural opportunities for all children & young people. Improve access to sport & leisure facilities. 	<ul style="list-style-type: none"> Improve health outcomes for people living in the most deprived areas of North Yorkshire. Reduce the rate of premature death from Coronary Heart Disease (CHD). Improve mental health & wellbeing. Increase physical activity in children, young people & adults, but particularly amongst sedentary people. Improve diet & nutrition. Reduce levels of obesity in both children & adults. Improve the local environment and access to the community. Improve access to services for children and young people.

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Rugby Football Union Strategic Plan 2008/09 to 2015/16		<ul style="list-style-type: none"> reduce carbon footprint in all areas of its business, agree suitable carbon reduction targets 	<ul style="list-style-type: none"> Provide leadership, support, guidance & monitoring of safeguarding & child protection issues across the game 	<ul style="list-style-type: none"> Qualify new referees Provide a referee of suitable ability, who will have access to high quality courses, awards & products to every game 	<ul style="list-style-type: none"> A game that is representative of the community that it serves. increase the number of players, coaches & volunteers from groups currently under-represented across the game Provide leadership, support, guidance & monitoring of safeguarding & child protection issues across the game 	<ul style="list-style-type: none"> increase the number of players, coaches & volunteers from groups currently under-represented across the game encourage optimum participation & enjoyment at every level of community sport. Encourage & support all those who want to participate (playing, coaching, refereeing, administrating or spectating.) Increase the number of under 16-19 age group club & school players A targeted recruitment campaign & retention programme in colleges & universities to increase the number of players Increase the number of active coaches Increase the number of volunteers Draw up & implement National Volunteer recruitment & promotion schemes 	<ul style="list-style-type: none"> Provide a focus for guidance to participants in the game in the area of sport science, medicine, fitness & nutrition. Provide a focus for improving the awareness & understanding of health & safety issues across the game Increase adult participation in clubs Increase the number of Under 16-19 age group club & school players Develop a targeted recruitment campaign & retention programme in colleges & universities to increase the number of players
Football Association Vision 2008-2012	<ul style="list-style-type: none"> Developing a skilled football workforce 		<ul style="list-style-type: none"> Ensure that children in our sport are protected, 	<ul style="list-style-type: none"> Development opportunities to recruit more referees & retain existing ones. Developing a skilled football workforce English football becomes a major ambassador for... education in our society. 	<ul style="list-style-type: none"> Focus on making the game accessible to all. Support every player to reach their potential English football becomes a major ambassador for fairness and social inclusion. 	<ul style="list-style-type: none"> maintain & increase the levels of participation of both adults & children to protect & nurture its invaluable volunteer workforce improving football facilities affordable, new & improved facilities 	<ul style="list-style-type: none"> maintain and increase the levels of participation of both adults & children English football becomes a major ambassador for ...health ...in our society.
Rugby Football League Annual Report and Customer Charter		<ul style="list-style-type: none"> Care for the environment 			<ul style="list-style-type: none"> To foster, govern, develop, organise & manage the game, in respect of all age groups, at all levels & for both sexes. Fair, open, honest & inclusive demonstrating integrity to all 	<ul style="list-style-type: none"> To foster, govern, develop, organise & manage the game, in respect of all age groups, at all levels & for both sexes Committed to managing, developing & promoting Rugby League & providing excellent, high quality services for the whole Rugby League family Dare to achieve our objectives through innovation 	<ul style="list-style-type: none"> To foster, govern, develop, organise & manage the game, in respect of all age groups, at all levels & for both sexes Dare to achieve our objectives through innovation

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York Council for Voluntary Service Objectives					<ul style="list-style-type: none"> • Working to ensure that all York citizens can participate in & benefit from community action 	<ul style="list-style-type: none"> • Helping people find the right volunteering activity for them • Working to ensure that all York citizens can participate in & benefit from community action • play a part in planning local services, through representation & partnership working 	<ul style="list-style-type: none"> • Working to ensure that all York citizens can participate in & benefit from community action
Active York Vision and Objectives					<ul style="list-style-type: none"> • Encouraging & enabling more people to take part in sport & active leisure 	<ul style="list-style-type: none"> • Encouraging and enabling more people to take part in sport & active leisure • Improving the quality, range & accessibility of both facilities & provision across the city, through enhanced co-ordination, effective prioritisation, strong advocacy & targeted investment • Raising the profile of sport and active leisure in York 	<ul style="list-style-type: none"> • Encouraging and enabling more people to take part in sport & active leisure • Improving the quality, range & accessibility of both facilities & provision across the city, through enhanced co-ordination, effective prioritisation, strong advocacy & targeted investment