Fit for the Future
A DRAFT SPORT AND PHYSICAL ACTIVITY STRATEGY FOR ABERDEEN CITY COUNCIL
2008 - 2015
We are seeking your views on Aberdeen City Council's Draft Sport and Physical Activity Strategy. All responses we receive will be considered and evaluated when we finalise our strategy.

How to submit your views
A copy of the Strategy Response Form can be downloaded from www.aberdeencity.gov.uk. Alternatively, to receive a paper copy of the Strategy Response Form please telephone, email or write to request one using the contact details below.

Please return your Strategy Response Form by post or email to the addresses below.
Fit for the Future Response
Aberdeen City Council
Economic & Environmental Sustainability
Strategic Leadership
4th Floor, Balgownie One
AECC Conference Way
Aberdeen AB23 8AQ
Email: sport@aberdeencity.gov.uk
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What will happen to my response?
After the closing date all responses will be considered and analysed. A report summarising the responses we received will also be produced.

Closing date
The closing date for your responses is Friday 19th September 2008.

Data protection
Please indicate on your Strategy Response Form whether you agree to your views being quoted in a public report analysing the responses we received. Where you do not give your permission to use your responses in our report, we will consider and evaluate your views, but you will not be quoted.
Introduction

*Fit for the Future*, Aberdeen City Council’s draft sport and physical activity strategy outlines the five key objectives of the City Council in relation to sport and physical activity. These are -

- Participation
- Quality Facilities
- Maximising the Wider Benefits of Sport and Physical Activity
- Sporting Pathways and
- Raising the Profile of Sport in Aberdeen.

These objectives define the City Council’s strategic and operational activities in relation to delivering sport and physical activity opportunities for the citizens of and visitors to Aberdeen. *Fit for the Future* also provides a framework for joint working both internally within the City Council and between the City Council and its partners including Community Planning Partners, the Active Aberdeen Forum, other sports providers across the city and other public service sectors.

The vision underpinning this strategy is

*More people, more active, more often.*

Aberdeen City Council’s vision of supporting more people to be more active more often involves creating opportunities for and overcoming the barriers to all types of sporting and physical activity; ranging from elite performance sport to recreational activities to incorporating physical activities such as walking into our daily routines.

To achieve this vision, Aberdeen City Council has combined sport and physical activity within this strategy. Activities that come under the heading sport are: competitive team sports such as football, rugby and netball and individual competitive sporting disciplines such as athletics and swimming. Sport is one important type of physical activity, however the City Council wishes to encourage all forms of sport and physical activity and therefore takes a holistic approach in accordance with the Council of Europe definition:

“Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well being, forming social relationships or obtaining results of competition at all levels”

Council of Europe

Physical activity also covers active living such as walking to work, recreational activity, exercise, play and dance. To deliver services in all of these areas, Aberdeen City Council’s sports services will continue to work together with other Council sections and external partners to maximise opportunities for sport and physical activity for all City of Aberdeen residents.

There are national targets for sport and physical activity. The Scottish Government’s target for sport is to encourage 60% of adults to take part in sport at least once a week by 2020. The Physical Activity Task Force is striving towards the 2022 target of 50% of adults doing 30 minutes of moderate activity on most days of the week and 80% of children doing an hour of moderate activity on most days of the week.

*Fit for the Future* will actively contribute towards meeting these national targets. In addition, Aberdeen City Council will have its own sport and physical activity targets that reflect the needs and aspirations of the city. These targets will reflect the Neighbourhood profiles, the different health and access barriers to participation and the needs of an aging population. Those who are physically less able may not be able to do the required 30 minutes of moderate physical activity but will benefit enormously from light physical activity.

To achieve the vision of having more people more active more often, Aberdeen City Council needs to continue to develop and build on internal and external joint working. To maximise provision and overcome the barriers to participation, the City Council must continue to work with other sports providers and stakeholders in the city. Similarly, to maximise opportunities for physical activity, Aberdeen City Council’s sports services need to work closely with community planning and other council services.
Strategy Development Methodology

*Fit for the Future* has been developed by the City Council’s Sports Strategy Working Group in consultation with local sports stakeholders from within the council and the Active Aberdeen Forum. The Active Aberdeen Forum is one of the Challenge Forums of the Aberdeen City Alliance and consists of the key stakeholders involved in sport and physical activity in the city. Please see inside back cover for a full list of stakeholders.

An initial workshop was held with elected members in November 2006 at which five high level objectives were developed:

- Participation
- Quality Facilities
- **Maximising the Wider Benefits of Sport and Physical Activity**
- Sporting Pathways and
- **Raising the Profile of Sport in Aberdeen.**

Suggestions for mid level objectives were also developed based on the current known activities and aspirations of Aberdeen City Council and the Active Aberdeen Forum.

A series of consultation workshops were then held with key sports staff within the council ranging from Heads of Service with responsibility for Leisure to operational staff such as Sports Development Officers. Workshops were also held with the Active Aberdeen Forum to seek their input. Workshops were also arranged for all Elected Members in the council to obtain their input into the strategy.
National political and sporting context

*Fit for the Future* is set within the context of national sports and physical activity strategies and contributes to achieving the targets set within the relevant national strategies:

**Reaching Higher** is the Scottish Government’s Sports Strategy [published in 2007](http://www.scotland.gov.uk/Publications/2007/03/07105145/0) which sets out the Scottish Government’s long term aims for sport until 2020. Reaching Higher has the following vision for Scottish sport:

- everyone having access to affordable, high quality community sport facilities, advice and guidance
- children enjoying sport in and out of school and staying involved throughout their lives
- individuals being able to move from sport to sport according to their changing lives, ability and capacity
- talent being recognised early and developed to its full potential
- a world-wide reputation as a successful sporting nation
- a world-class reputation for hosting a range of sporting events

The Scottish Government’s twin objectives are to increase participation and improve performance. A target of 60% of Scottish adults participating in sport at least once a week has been set. In order to meet these objectives, achieve the 2020 target and deliver the vision outlined above, the Scottish Government has outlined the roles and responsibilities of Scotland’s key sports delivery partners including local authorities. Reaching Higher is available at the following web address:

www.scotland.gov.uk/Publications/2007/03/07105145/0

In 2003 the Scottish Executive also established a Physical Activity Task Force following the publication of the White Paper *Towards a Healthier Scotland*. The task force aimed to tackle the problem of physical inactivity in Scotland and published their findings in the document: ‘Let’s Make Scotland More Active’ which is the following vision for Scotland:

- People in Scotland will enjoy the benefits of having a physically active life.

The goal of the Physical Activity Task Force is:

- To increase and maintain the proportion of physically active people in Scotland.

The Physical Activity Task Force has set the goal of 50% of adults aged over 16, and 80% of children aged 16 and under meeting the minimum physical activity requirements by 2022.
UK to host major international sporting events

*Fit for the Future* is being developed at a time of change, anticipation and opportunity within UK and Scottish sport. *Fit for the Future* seeks to maximise the benefit to the city of the 2012 Olympic Games in London and the 2014 Commonwealth Games in Glasgow.

London’s successful bid to host the 2012 Olympic Games has focused the world’s attention on the UK as a destination for major sporting events. Although international attention will be focused on the Olympic and Paralympic Games in London, there are numerous opportunities for Aberdeen to participate in and capitalise on the enthusiasm for sport generated by the Games.

By promoting the use of the City’s sports facilities to visiting Olympic and Paralympic Teams, Aberdeen can showcase the city and promote itself as a sporting destination. The City Council was the first local authority in Scotland to lead a consortium approach to encouraging Olympic and Paralympic Teams to train in Scotland thus demonstrating the city’s best practice in joint working across sports providers.

The London 2012 Olympic Games also provides an opportunity to generate enthusiasm for sport and inspire the residents of and visitors to Aberdeen to participate. It is an opportunity for the City Council and other sports providers to arrange exciting and innovative Olympic-themed sporting events and work together to ensure that the sporting infrastructure is sustained after the Olympics to maintain increased levels of participation.

Glasgow’s success in its 2014 Commonwealth bid means that having a major international sporting event in Scotland should provide similar opportunities to inspire and encourage people to participate in sport. The challenge for Aberdeen City Council and other sports providers in Aberdeen is sustaining that excitement and enthusiasm for sport, and to fully reap its benefits.
Local Context

Fit for the Future will also deliver the objectives set by Dynamic, Vibrant & Forward Looking, Aberdeen’s policy document. The objectives therein were confirmed as council policy on 27 June 2007. In relation to sport and physical activity these objectives are:

- Campaign for a state-of-the-art competition-standard 50m swimming pool for Aberdeen, with fair funding from the Scottish Government.
- Complete the development of the Regional Sports Facility.
- Increase participation in sport, provide support for athletes and reward excellence.
- Ensure high quality, well-managed sports facilities in Aberdeen.
- Recognise the contribution of Sport, Culture and Arts to promoting the area as a tourist destination.
- Promote the city as a tourist destination.
- Recognise the role of Sport and the Arts in tackling anti-social behaviour.

Corporate Plan

Fit for the Future will also help to deliver the aims of the City Council’s Corporate Plan (2004-2008). Community Challenge 7 of the City Council’s Corporate Plan is An Active City which states that:

Aberdeen City Council will work with the people of Aberdeen and its partner organisations to ensure that all our citizens have the maximum opportunity to gain access to and participate in a wide range of sports and leisure activities, both formal and informal.

Currently the Corporate Plan is under review.

Aberdeen City Council’s Transformation Programme

Aberdeen City Council is currently carrying out a transformation programme for its sports services. Intrinsically linked to the sports strategy, the transformation programme will set out how the council will improve the way that its services are delivered to both ensure that the services are meeting the needs of the community and are being delivered in the most efficient way.

Neighbourhood Community Action Plans

Sport and physical activity are also part of the Neighbourhood Community Action Plans. In addition to the Arts, Heritage and Sport section, a number of the issues raised under other headings within the Community Planning process demonstrate the need for greater links between City Council services, external organisations and different policy areas. Many of the issues highlighted in the Neighbourhood Community Action Plans, such as concerns about health statistics, can be tackled through increased participation in sport and physical activity. Other issues such as the condition of pavements and provision of footpaths require to be addressed by other departments and organisations to help encourage and increase physical activity.
Challenges in Aberdeen

This strategy has been designed to address some of the challenges in getting more people to be more active more often. Some of these challenges are trends that are consistent with the rest of Scotland and the UK. These are:

Obesity and lifestyle changes
Technical advances and lifestyle changes mean that people are now required to be less active through increased car ownership and leisure activities that are based on digital media as opposed to physical activity. Participation in City Council facilities is also declining due to competition from private sector facilities that are reducing the City Council’s share of the market.

Participation decline
In addition to an overall decrease in participation, the participation rates in a number of population groups present a particular challenge in achieving the vision of more people being more active more often. Participation rates drop as a child makes the transition to a young person. Facilities like the recently opened Transition Extreme Sports Centre can help to combat this trend by providing sporting activities that appeal to young people in an environment that is engaging and relevant. However, participation rates amongst young women are particularly poor and work is needed to determine what the barriers are to young women participating in sport and physical activity.

Participation rates are also lower amongst those with health and mobility problems and in areas of economic deprivation. These issues have to be explored and understood in more detail when designing services that meet the needs of the residents of Aberdeen. This will fall within the remit of Aberdeen City Council’s soon to be created Active Communities Officer posts.

Growth in the leisure market
The leisure industry is growing with the emergence of modern private sector sports facilities that in marketing terms promote a lifestyle choice to young professionals. The challenge for local authorities is to identify the market for local authority facilities and provide services tailored to the needs of that market and communities of interest, in an affordable and accessible way.

Programming of sports facilities
The programming of local authority-run, school and community sports facilities presents a challenge to ensure that local residents, schools and clubs all have access at convenient and appropriate times. The programming of facilities requires consideration of the range of users that require access to the facility and their specific needs. In some instances compromise will be required to ensure that the programming represents all the users requiring access to a specific facility.

Developing pathways to encourage individuals to develop and progress in their chosen sport(s)
One means of increasing participation is to sustain it by preventing the drop off that occurs when talented and keen individuals find themselves without the support of a local club through which they can develop their skills. To prevent this from happening it is important to have an overview of local and regional clubs to understand what club provision there is to be able to direct individuals to the relevant sources of support. To achieve this, schools, clubs and local sports providers need to work together and communicate well. Similarly, clubs often need financial and professional support; this can be provided through sports grants, administered by the City Council with the aim of encouraging clubs to obtain grants for pathway and infrastructure development work.

Demographic changes
Life expectancy is increasing and birth rates are falling with the result that the proportion of the population aged 50 and over is increasing. Sport and physical activity are important for our quality of life as we get older. Sporting provision tends to be marketed at younger age groups, it is important therefore to address this gap in provision or marketing and promote and provide services that appeal to the middle to older age groups. Within these groups there is a vast range of preferences, needs and abilities from those that enjoy adventurous activities to those that are physically frail and require specialist physical activity sessions.
There are also challenges that are specific to Aberdeen:

Ageing facilities that Require Investment
“The availability, accessibility and quality of facilities influence whether people take part in sport, which sports they enjoy, how often they participate and how well they perform”.

Reaching Higher

Aberdeen City Council boasts an impressive number and range of sports facilities as listed on the back cover. Aberdeen has the greatest provision of water (swimming, training and leisure pools) per capita than any other Scottish city. However, many of the city’s sports facilities are old, do not meet modern standards and expectations, and are in urgent need of major investment. The challenge for the City Council is to find funds to repair and replace its older facilities, within a limited budget. These requirements can be identified through an audit of existing facilities and developing a facilities strategy that looks at usage, provision and need.

Climatic conditions

Aberdeen’s weather conditions present challenges for sports providers in the city. In the winter months it is typically too dark and cold to engage regularly in outdoor sporting activities. The challenge is therefore to provide alternative indoor facilities and activities and to adapt outdoor facilities with floodlights to allow people and clubs to continue with sport and fitness activities.

Opportunities in Aberdeen

Fit for the Future builds on a number of key successes and opportunities in terms of sport and physical activity in Aberdeen. These include:

Aberdeen’s sporting heritage
Aberdeen has a history of developing elite sporting talent. Aberdeen has enjoyed particular success in the fields of golf and swimming: Paul Lawrie became the Open Champion in Carnoustie in 1999. Ritchie Ramsay who started his golfing career playing at Hazlehead Number One course and has recently won the US Amateur Title. Two of the City’s swimmers, David Carry and Robbie Renwick won medals at the 2006 Commonwealth Games. David Carry won gold in the 400m men’s freestyle and individual medley. With Robbie Renwick, David also won silver in the 4 x 200m men’s relay.

Identifying and nurturing sporting talent at all levels has four main benefits for the City and people of Aberdeen.
1. Those individuals that have talent and determination are given the opportunity to develop a career in sport.
2. Aberdeen is recognised as a centre of sporting excellence which can attract funding for facilities and draw major sporting events to the city. This will contribute positively to Aberdeen’s image nationally and internationally and generate pride in the city amongst local residents.
3. Elite athletes inspire individuals to participate in sport and physical activity.
4. Local elite athletes inspire others (especially children) to try to be as good as their local heroes, thus contributing to driving participation rates up across city.

In order to identify and develop the sports stars of the future a robust sporting infrastructure is needed that incorporates school sports and local clubs with clearly defined pathways that assist and encourage individuals to develop their talent as they progress from school sports to a club.

In addition, Aberdeen and the surrounding areas in Aberdeenshire have an outstanding natural heritage that can be used for sports such as mountain biking, road biking and hill walking. The region’s roads and hills offer some of the
best biking and walking opportunities in the UK for both those who participate for recreation and those who do so competitively.

**Good sports facility infrastructure**

Aberdeen City boasts an impressive range of sports facilities. The City Council currently has seven multi-sport leisure complexes, three of which form part of community centres. The City Council also currently operates eight swimming pools, four golf facilities and fourteen outdoor sports facilities; these include pitches, bowling, tennis, putting, cricket and boating. In addition, the council has a national standard ice arena - currently closed for refurbishment, a tennis centre, an artificial sand based hockey pitch and two synthetic outdoor pitches.

There are also a number of trust facilities which have been developed using capital investment from a number of sources including the City Council, sportscotland and Big Lottery. Such facilities include the Transition Extreme Sports Centre, Curl Aberdeen and Garthdee Alpine Sports Centre.

Other facilities include RGU:SPORT, a state of the art multi sport facility that is open to the public as well as students. The City Council and the University of Aberdeen have developed the city's new Regional Sports Facility which is due for completion in 2009.

**Private facilities**

In recent years, Aberdeen City has seen an expansion of the leisure market with an increase in the number of privately operated facilities providing for a range of sporting and physical activities such as tennis, golf and fitness. This expansion provides an opportunity for Aberdeen City Council to work together with the private sector to maximise provision to all communities across the city.

**Skilled and motivated staff**

Aberdeen City Council has a skilled and dedicated sports staffing resource, all of whom are key to the successful delivery of the city's sport and physical activity strategy. In recognition of the current difficulties being experienced in relation to recruitment and retention, this strategy seeks to reduce the pressure on existing staff caused by the skills and staff shortages. This will allow the knowledge and expertise of our staff to be utilised as constructively as possible, which will help secure the sustainability of the service. A primary aim of the strategy is to support staff to ensure that staff turnover is reduced along with pressure on staff. This strategy recognises the importance of employment pathways and development opportunities for sports staff in helping to enhance staff retention and job satisfaction.

The strategy recognises that facilities which are run most efficiently require to be staffed at an optimum level. To achieve these staffing structures, hours and working patterns are being reviewed in consultation with all those involved. The potential of the City Council's sports staff can be further realised by working with other sports partners to enhance the provision of sports placements and training programmes.

**Good club infrastructure**

Aberdeen boasts a good network of local sports clubs. For example, recently the various gymnastics clubs in the city joined forces to become a city-wide club thereby sharing resources and strengthening the gymnastics infrastructure within the city. Aberdeen is currently rolling out ‘Clubcap’, a quality assurance scheme for clubs.

**Successful and innovative projects and programmes**

There are numerous examples of best practice that have been developed in Aberdeen by skilled and dedicated sports practitioners. Examples include the successful implementation and development of sportscotland’s Active Schools Programme in Aberdeen.

**Successful joint working**

Aberdeen City Council is a leading local authority in Scotland in terms of joint working with other sports providers. The Active Aberdeen Forum was cited as an example of best practice and was one of the first Sport 21 forums. The new Regional Sports Facility in Seaton is being constructed in collaboration with the University of Aberdeen and sportscotland - with an ambition to be the best sports facility in the North East of Scotland. A similar collaborative approach is being taken in relation to proposals to build a 50m pool.
Sport and physical activity are linked to a number of other policy areas. These include:

Health

Sport and physical activity can help to meet a number of key health targets and help to ease the pressure on the health service. The Aberdeen City Alliance has a Joint Health Improvement Plan 2005-2008. The top two health improvement priorities are mental health and obesity. Sport and physical activity are essential in tackling obesity. Sport and physical activity also have a positive effect on mental health not least because of the positive impact of the release of endorphins on an individual’s mental well-being, but also due to the social interaction, enjoyment and sense of purpose and achievement.

The main health benefits from sport and physical activity are a reduced risk of coronary heart disease, high blood pressure, colon cancer, Type II diabetes, lower bone density and obesity. Tackling obesity also helps increase life expectancy because those who are obese are more at risk from diseases such as heart disease.

Economic Development

Sport and physical activity benefit physical and mental health, a healthier workforce means less days off sick and a more productive workforce and thriving economy. Having a diverse range of leisure opportunities attracts people to work, visit and live in Aberdeen and ensures visitors to Aberdeen have opportunities for sport and see Aberdeen as an attractive place to visit.

Environmental sustainability and fair trade

Aberdeen has had an impressive track record in environmental policy and practice. The new Aulton Pavilion that was completed in Seaton in 2007 demonstrates that in the area of sport and physical activity there is scope for environmental innovation. The pavilion is built from reclaimed granite with a sedum roof, the floor insulation is made from recycled glass and is heated by the Combined Heat and Power Plant that supplies heat and power to the local area and has been integrated into the pavilion building. The construction of new facilities and improvements to existing ones offer scope for environmental innovation.
practical, sport and physical activity in Aberdeen can contribute to the city’s reputation as a leading authority in environmental and sustainability issues.

**Social inclusion and regeneration**

Sport and physical activity have a key role in supporting the regeneration of areas of social and economic deprivation. Aberdeen is an affluent city, however there are specific areas of deprivation within the city. A recent Sportscotland study highlighted the link between deprivation and non-participation in sport (Sportscotland, Aberdeen City Adult Participation in Sport (draft)). The residents of these areas experience more barriers to participation in sport and physical activity than in more affluent neighbourhoods. These barriers often accumulate and become a self-perpetuating cycle of exclusion from sport and physical activity. Neighbourhood Profiles for Aberdeen illustrate, using house prices and proportion of social housing as an indicator, that within areas of deprivation incomes are lower and the number of claimants of Incapacity Benefit and Disabled Living Allowance are higher. Low incomes and health issues are a barrier to using sports facilities. In turn, this can result in a lack of provision due to a lack of demand.

In areas where participation or provision are low, sport and physical activity cease to be a part of people’s everyday life. The challenge is to re-introduce sport and physical activity by addressing the barriers to participation. The programming, designing, pricing and marketing of sports activities can help to overcome these barriers, for example by offering taster sessions to encourage people to try new activities and by providing classes designed to enable people with limited mobility to be more active. Developing and supporting sports at grass roots level is also important to encourage communities in deprived areas to design and participate in sports and recreation activities.

Increasing participation in sport and physical activity can make a significant contribution to regeneration programmes. For example, increased participation in sport and physical activity can improve health and reduce crime and anti-social behaviour. This in turn makes residents feel safer and contributes to the general quality of life and people’s satisfaction with the neighbourhood in which they live. Sport and physical activity also bring members of a community together and promote community cohesion. There are also opportunities for employment and skills development through sport and physical activity.

**Planning and urban design**

The way open spaces are designed and maintained and the way in which land is used can both encourage and discourage physical activity. For example well maintained pavements, footpaths and convenient road crossings encourage people to walk instead of taking their cars. Fit for the Future does not have a remit to cover pavements, footpaths and roads. However, there is a requirement to respond to consultations on roads, urban design and planning to ensure that new developments encourage physical activity. There is also a key role to participate in the production of the Development Plan to ensure appropriate designations for sports facilities.

**Sport and antisocial behaviour**

Within the context of regeneration initiatives, sport has a role to play in reducing crime and antisocial behaviour by providing diversionary activities, a sense of purpose and helping people to obtain new skills. Much of the evidence of the impact of sport on anti-social behaviour has emerged from England. Sport England conclude that:

“[...] strong experiential evidence exists to show that sport has a part to play in preventing crime.”

Sport England quoted in “Sportscotland the Social Benefits of Sport”.

To date the link between sport and anti-social behaviour has been difficult to quantify. However, work in relation to the impact of the 2012 Olympics on the London Borough of Newham has shown “the quietest ever summer for youth disorder”.

Police in Newham quoted in a presentation by Norman Turner, Government Director, Newham Unit for the 2012 Games given at the 2006 VOCAL Conference.

Although the Olympic Games are unique in terms of the magnitude of their impact on the community in which they are held, the Newham example does show that sport can help to reduce crime and anti-social behaviour.
Measuring the impact of Fit for the Future

To measure the impact of *Fit for the Future*, data will be collected from the residents of Aberdeen on a bi-annual basis to monitor trends and measure the impact of the strategy. Data collection methods will include surveys and focus groups with communities of interest. The data collected will enable Aberdeen City to measure its performance against key targets which will be developed.
Sports Objectives and Targets

PROMOTE AND INCREASE OPPORTUNITIES FOR PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY BY ALL COMMUNITIES OF INTEREST IN ABERDEEN.

Increase overall participation year on year to reach an increase of 10% by 2015
- Work towards national targets for physical activity
- Comprehensive programme of monitoring participation and the effectiveness of initiatives to increase participation through surveys, community consultation and sharing data with local stakeholders
- Work with all services within the council to develop and promote an “active lifestyles” philosophy when engaging with residents of all ages from pre-school to older people. This involves finding innovative ways of bringing participation into people’s everyday lives
- Work in partnership with the voluntary, statutory and commercial sector to develop innovative ways to increase participation, for example GP referral schemes to obtain the health benefits of participation
- Support emerging forms of participation such as extreme sports, dance and “green gyms” (fitness activities in the countryside that have no negative environmental impact)

Identify and remove barriers to participation in ‘hard to reach groups’ and increase participation in these groups by 25% by 2015
- Identify and understand the physical, financial and cultural barriers to participation in ‘hard to reach groups’
- Work in partnership with other stakeholders and the community to develop solutions to overcome the barriers to participation and document what works
- Develop taster sessions for communities of interest to determine what sports people are interested in and how these services ought to be delivered and marketed
- Develop and monitor the progress of local participation targets for each Neighbourhood Service Area that are ambitious and reflect the profile of the area
- Work in partnership to develop initiatives designed to tackle anti-social behaviour

All children to have access to quality physical education and physical activity opportunities in a range of settings.
- Programming of sports facilities to include sufficient priority access for pupils at selected pools, indoor and outdoor facilities, to ensure all pupils have access to swimming lessons and physical activities during school hours
- Support the implementation of Aberdeen City Council’s Physical Education Strategy which aims to ensure children receive 2 hours of quality Physical Education in accordance with national guidelines
- Active Schools to work with other stakeholders to provide a comprehensive programme of physical activity for children that complements and enhances what is learnt during Physical Education
- Work with schools and other stakeholders to develop play targets and ensure there are opportunities and safe places for Aberdeen’s children and young people to play
- Support Active Schools ensuring that all Active Schools activities have exit routes through supporting local clubs
- Expand Active Schools to include Pre-School (Topps Tots) and family focussed activities, with initial focus on deprived areas
- Promote and encourage active transport by working with schools, employers and urban design/planning

To increase participation in the over 50s age group by 20% by 2015
- Identify and understand the physical, financial and cultural barriers to being more physically active in the over 50s age group and work in partnership to develop solutions and overcome these barriers
- Engage in consultation with the over 50s age group to determine where and how they wish to participate and work in partnership to meet these needs as far as possible

All children to have access to quality physical education and physical activity opportunities in a range of settings.
Work in partnership to drive up overall market in Aberdeen

- Develop a marketing strategy that includes marketing the city’s facilities, attracting appropriate sponsorship advertising and funding for initiatives, pathways and staff and identify officer capacity to implement it
- Establish an information exchange with other sports providers to understand the market in Aberdeen and which marketing techniques work
- Work in partnership with other sports and service providers to find innovative methods of promoting facilities to reach new audiences
- Use market research techniques to cross-market facilities whereby promotional materials contain details of similar sports products

Ensure participation levels are increased and sustained through planned sports development.

- Promote and support the Grampian Coaching Partnership to ensure coaching development needs are identified and addressed for sports across Aberdeen City and Shire
- Develop a Club Development, Coach and Volunteer Strategy and identify officer capacity to implement this strategy
- Active Communities Officers to involve different stakeholders in formal and informal sports development groups for all sports including disability sports to broaden the scope of sports development in Aberdeen City and develop sports development steering groups

Increase number of sports clubs accredited to a recognised quality system

- Implement a Club Accreditation Programme to encourage and support clubs to become accredited
- Work with clubs to provide a support structure for volunteer coaches and helpers who assist with all aspects of coaching

Provide a comprehensive and high quality range of sports facilities in Aberdeen.

Ensure that all sportsScotland defined sports can be catered for at a local participant level in Aberdeen by 2015.

- Conduct an audit of sports facilities with public access in Aberdeen to determine gaps in provision
- Identify and prioritise sports requiring new or improved facilities and review priorities every 2-3 years to ensure equitable facility development
- Identify innovative and cost effective forms of provision that overcome the barriers to participation of affordability and accessibility, such as mobile sports units in each Neighbourhood Service Area in conjunction with sports partners across the city, e.g. street football
- Review and develop Neighbourhood Service Area priorities in relation to sport and recreation
- Ensure that selected sports are accessible in at least one facility in each city area for communities of interest
- Investigate the merits of Dry Sports Centres continuing to provide a range of sports while developing a specialisation for a different sport in each centre
- Develop programming of all facilities that benefits as many people as possible such as community access to schools facilities in the evenings
- Investigate access issues around travel and cost for clubs and communities of interest and work in partnership to overcome these issues

Improve the overall quality of sports facilities including reducing the number of poor quality facilities which are not fit for purpose

- Condition survey of all Aberdeen City Council sports facilities determining what investments and replacements are required
- Bi-annual programme of customer satisfaction surveys to identify what customers want from facilities
- Upon opening of new facilities close old facilities that meet the requirements of the same catchment area and are not fit for purpose within the context of sports hall and swimming pool strategies that are to be developed
- Ensure input of sports and coaching practitioners in the development of school sports facilities
Increase operational efficiency in order to free up resource (maximise potential of existing resources)

- Determine realistic operational efficiency targets with city-wide and Neighbourhood Service Area based targets
- Review opening hours including rationalising hours where this will create minimal impact to the local community - i.e. merge day-time programmes where there are two similar facilities close together to create efficiency savings
- Benchmark staffing levels with comparable facilities/local authorities
- Find innovative and healthy opportunities to increase secondary expenditure at City Council sports facilities
- Continue SportStat approach to driving up performance
- Act on findings of Sports Management Options Appraisal

Ensure that all target sports can be catered for at a regional training/competition level by 2015 [target sports require to be defined]

- Develop a framework for identifying approximately 8 target sports and ensure facilities exist/are built to cater for these sports
- Undertake a review of target sports on 2-3 yearly basis
- Develop new 50m regional competition standard swimming pool in Aberdeen by 2012
- Complete development of Regional Sports Facility
- Develop strategies and implementation plans associated with target sports to ensure the development of facilities, pathways and staff capacity
- Work with stakeholders to develop infrastructure for hosting events

Encourage employers to use sport and physical activity as a means of reducing sickness and developing leadership qualities and productivity

City Council to lead other companies by example through a staff discount, corporate encouragement to be active and provision of cycle racks and showers

Support a sports trade fair or sports week to raise awareness

MAXIMISE SOCIAL, EDUCATIONAL, HEALTH AND ECONOMIC BENEFITS OF SPORT AND PHYSICAL ACTIVITY IN ABERDEEN

Encourage learning, training, volunteering and pathways to employment through sport and physical activity.

- Support Skills Active in seeking to professionalise sports related employment and promote sport as a means to developing skills for employment in team building and leadership
- Continue to support the Sports Leadership Award Scheme to recognise volunteers
- Develop and theme sports development work with Voluntary Service Aberdeen and the city’s colleges and Universities

Work with partners to meet shared objectives

- Identify and realise the long-term wider economic benefits of sport and physical activity in Aberdeen by working with partners such as the city’s Economic Development Team and Tourist Office
- Establish and maintain communication networks with partners from other policy areas to enable input into strategies and responses to new development
- Identify links between specific roles to allow individuals and organisations to work together
- Work with the local press by challenging them to assist the City Council in making a difference
Work with transport and infrastructure to ensure that services are accessible
- Encourage/lobby the transport section towards developing a comprehensive network of safe cycling routes
- Work with transport providers on the issue of bus routes and facility usage
- Encourage/lobby the Shelter and Environment service to promote good street lighting and the repair and development of pavements and footpaths that encourage people to walk

Increase corporate sponsorship of sport and physical activity in Aberdeen
- Develop and issue guidelines on what brand associations can be made in the context of sport and physical activity

**DEVELOP AND SUSTAIN PATHWAYS WHICH NURTURE LOCAL, REGIONAL AND NATIONAL SPORTING PEOPLE TO REACH THEIR POTENTIAL**

Work in partnership to achieve infrastructure and support for athletes at all levels
- Conduct an audit of current support offered by partners to identify gaps in provision
- Develop a communication network across all partners and providers to raise awareness of what can be achieved by working together to address gaps in provision
- Support Aberdeen Sports Council to develop its full potential
- Identify sports requiring infrastructure development work and review these every 2-3 years to ensure support and resources are allocated equitably through informal and formal sports specific development groups
- Identify sustainable sources of funding support for the Grampian Coaching Partnership

Work in partnership to support a high quality of delivery including volunteers and paid coaches.
- Identify funding opportunities for paid coaches using partners and sponsors
- Work with partners to develop, support and promote sports related placements, secondments and exchanges that encompass all aspects of sports delivery including coaching and administration
- Review the support of sports agencies through grants and trusts. Develop a clear structure setting out criteria and priorities for support linked to the delivering the objectives of the sports strategy

Work in partnership to ensure that opportunities for sport and physical recreation are developed (and sustained) at grass roots level.
- Develop database of clubs which can be updated by clubs in Aberdeen and identify gaps in provision across the city
- Encourage the Neighbourhood Community Planning process to identify gaps in sport and physical recreation provision and opportunities to develop these
- Provide support for grassroots sports development through sports grants

Work in partnership to ensure that appropriate pathways are available and are communicated to all participants.
- Conduct an audit of current pathways to identify gaps in pathway provision
- Identify a staffing resource to co-ordinate communication between partners and promote development and sustainability of pathways
- Review the workings of the Aberdeen Sports Council leading to the development of a Service Level Agreement attached to funding, including offering benefits to affiliated clubs

Work in partnership to increase the number of individuals reaching the level where they can be supported by organisations such as Grampian Institute of Sport by 20% by 2010
- Work towards establishing a regional sports partnership
- Support sport specific development on a regional basis
- Develop closer links and communication between sports providers to ensure that individuals are not lost in the system
RAISE THE PROFILE OF SPORT IN ABERDEEN

Attract 5 international sporting events per year to Aberdeen

- Carry out a baseline audit of past and current international sporting events, linking sports to City Council, University and other facilities
- Prioritise which sports the city wants to attract to Aberdeen, based on available resources and direction of participation and sports development
- Establish links with event organisers and promote Aberdeen’s sports facilities and successful track record in hosting international events
- Create an organised city-wide network of communication about events including an events calendar and contacts list of stakeholders from the Shire, city sports partners, City Council Events Team and sports governing bodies
- Develop the sporting dimension to business links such as the City Council’s Memoranda of Understanding, World Energy City Partners and Aberdeen’s twinning links

Increase the number of national sporting events attracted to Aberdeen year on year (excluding league games)

- Carry out a baseline audit of past and current national sporting events, linking sports to City Council, University and other facilities
- Prioritise which sports the city wants to attract based on available resources and direction of participation and sports development
- Establish links with event organisers and promote Aberdeen’s sports facilities and successful track record in hosting national sporting events
- Raise the profile of Aberdeen’s sports facilities nationally by establishing links with sports governing bodies and promoting the city’s sports facilities
- Develop a brochure advertising Aberdeen’s sporting facilities to local, regional, national and international audiences

Develop strategic partnerships to support sporting provision

- Identify staffing resource dedicated to partnerships, funding and capacity building
- Encourage key sports providers in the city to meet regularly to identify opportunities, tackle the barriers to hosting events and build capacity
- Identify ways to ensure that all major sporting events have a lasting impact on participation in Aberdeen, both before, during and after the event

Increase number of different sports represented in national events in Aberdeen year on year.

- Identify sporting ambassadors within clubs who can promote Aberdeen to governing bodies and event organisers
- Identify what adaptations are required to bring Aberdeen’s facilities up to national standard and build such adaptations into facility repair and maintenance schedules
- Develop a new sport event for Aberdeen e.g. Aberdeen Youth Games which will attract national competitors
Stakeholders involved in strategy development

## Aberdeen City Council sports facilities

<table>
<thead>
<tr>
<th>Facility Name</th>
<th>Phone Number</th>
<th>Contact Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beach Leisure Centre</td>
<td>01224 655401</td>
<td><a href="mailto:BeachLeisureCentre@aberdeencity.gov.uk">BeachLeisureCentre@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Auchmill Golf Course</td>
<td>01224 714577</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Balnagask Golf Course</td>
<td>01224 876407</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Hazlehead Golf Courses</td>
<td>01224 321830</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Kings Links Golf Courses</td>
<td>01224 632269</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Alex Collie Sports and Community Centre</td>
<td>01224 826769</td>
<td><a href="mailto:AlexCollieSportsCentre@aberdeencity.gov.uk">AlexCollieSportsCentre@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Kincorth Sports Centre</td>
<td>01224 879759</td>
<td><a href="mailto:kincothsports@aberdeencity.gov.uk">kincothsports@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Peterculter Sports Centre</td>
<td>01224 732069</td>
<td><a href="mailto:cultersports@aberdeencity.gov.uk">cultersports@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Sheddockley Sports Centre</td>
<td>01224 692534</td>
<td><a href="mailto:SheddockleySportsCentre@aberdeencity.gov.uk">SheddockleySportsCentre@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>The J esmond Centre</td>
<td>01224 707090</td>
<td>J <a href="mailto:esmondCentre@aberdeencity.gov.uk">esmondCentre@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Torry Youth and Leisure Centre</td>
<td>01224 871213</td>
<td><a href="mailto:torrysports@aberdeencity.gov.uk">torrysports@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Westburn Tennis Centre</td>
<td>01224 625342</td>
<td><a href="mailto:westburntenniscentre@aberdeencity.gov.uk">westburntenniscentre@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Linx Ice Arena (re-opens October 2009)</td>
<td>01224 655406</td>
<td><a href="mailto:LinxIceArena@aberdeencity.gov.uk">LinxIceArena@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Bridge of Don Swimming Pool</td>
<td>01224 701136</td>
<td><a href="mailto:BridgeofDonSwimmingPool@aberdeencity.gov.uk">BridgeofDonSwimmingPool@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Bucksburn Swimming Pool</td>
<td>01224 716479</td>
<td><a href="mailto:BucksburnSwimmingPool@aberdeencity.gov.uk">BucksburnSwimmingPool@aberdeencity.gov.uk</a></td>
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<tr>
<td>Dyce Swimming Pool</td>
<td>01224 775135</td>
<td><a href="mailto:DyceSwimmingPool@aberdeencity.gov.uk">DyceSwimmingPool@aberdeencity.gov.uk</a></td>
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<tr>
<td>Hazlehead Swimming Pool</td>
<td>01224 310062</td>
<td><a href="mailto:HazleheadPool@aberdeencity.gov.uk">HazleheadPool@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Kincorth Swimming Pool</td>
<td>01224 859795</td>
<td><a href="mailto:kincorthpool@aberdeencity.gov.uk">kincorthpool@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Linksfield Swimming Pool</td>
<td>01224 495991</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>Northfield Swimming Pool</td>
<td>01224 680307</td>
<td><a href="mailto:NorthfieldSwimmingPool@aberdeencity.gov.uk">NorthfieldSwimmingPool@aberdeencity.gov.uk</a></td>
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<tr>
<td>Tullos Swimming Pool</td>
<td>01224 249963</td>
<td><a href="mailto:tullospool@aberdeencity.gov.uk">tullospool@aberdeencity.gov.uk</a></td>
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<tr>
<td>Albury Outdoor Sports Centre</td>
<td>01224 571683</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>Aulton Outdoor Sports Centre</td>
<td>01224 480896</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>Chris Anderson Stadium</td>
<td>01224 487371</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>Hazlehead Outdoor Sports Centre</td>
<td>01224 312946</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Hazlehead Park Attractions</td>
<td>01224 814773</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
</tr>
<tr>
<td>Hilton Outdoor Sports Centre</td>
<td>01224 484501</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>Inverdee Outdoor Sports Centre</td>
<td>01224 814777</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>Links Outdoor Sports Pitches</td>
<td>01224 814777</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>Northfield Outdoor Sports Centre</td>
<td>01224 685920</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>Ruthrieston Outdoor Sports Centre</td>
<td>01224 571849</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>St. Machar Outdoor Sports Centre</td>
<td>01224 48530</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>Torry Outdoor Sports Centre</td>
<td>01224 877964</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<tr>
<td>Westburn Outdoor Sports Centre</td>
<td>01224 641719</td>
<td><a href="mailto:Sport@aberdeencity.gov.uk">Sport@aberdeencity.gov.uk</a></td>
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<td>01224 814777</td>
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Further information about Aberdeen City Council’s sports facilities can also be obtained at: [http://www.aberdeencity.gov.uk/sport](http://www.aberdeencity.gov.uk/sport)