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ADDITIONAL CIRCULATION



To: Councillor Kevin Stewart, Convener; Councillor Fletcher, Vice Convener; and Councillors Cassie, Cormack, Crockett, Dean, Dunbar, Farquharson, Graham, Kiddie, Laing, Leslie, McCaig, John West and Yuill.

Town House,
ABERDEEN 15 June, 2010

FINANCE AND RESOURCES COMMITTEE

The undernoted items are circulated in connection with the meeting of the **FINANCE AND RESOURCES COMMITTEE** to be held here in the Town House on **THURSDAY, 17 JUNE 2010 at 2pm.**

JANE G. MACEACHRAN
HEAD OF LEGAL AND DEMOCRATIC SERVICES

BUSINESS

MEMBERS: Please be advised that in accordance with Standing Order 10, two requests for deputation have been received in relation to item 7.4 of the agenda (Employment Costs) from the following: (1) Unite the Union; and (2) UNISON.

A request has also been received in relation to item 8.1 on the agenda (Transfer of Sports Services to Sport Aberdeen)

6. BUSINESS CASES

6.1 Additional Posts for Kinship Team (Pages 1 - 6)

8. PROPERTY

8.1 Transfer of Sports Service to Sport Aberdeen – Corporate Plan (Pages 7 - 48)

Should you require any further information about this agenda, please contact Rebecka Steven, tel. 522869 or email rsteven@aberdeencity.gov.uk

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ABERDEEN CITY COUNCIL

BUSINESS CASE

COMMITTEE Finance & Resources

DATE 17 June 2010

LEAD OFFICER Susan Devlin – Head of Service

AUTHOR OF BUSINESS CASE Graeme Simpson – Children’s Services manager

NAME(S) OF HR ADVISER(S) CONSULTED Marie Smith, Principal HR Adviser; Amanda Wright, HR Adviser

TITLE OF BUSINESS CASE Kinship Care Service

PURPOSE OF BUSINESS CASE

The purpose of this Business case is to seek approval for the establishment of the permanent posts as part of a Kinship Care Team. These posts will undertake a statutory function in the assessment, approval and support provided to Kinship Carers.

RECOMMENDATION(S)

It is recommended that Committee approve the following:

Additional resource(s) / change to structure required	Job title(s)	No of jobs
Establishment of permanent job	Social Worker Family Resource Workers Administrative Assistant	2 2 1.5
Conversion of fixed term job to permanent status		
Creation of fixed term job		
Extension of fixed term job		
Dis-establishment of permanent job		
Change to Job Title	Former: Revised:	
*Redesign of existing job		

BUSINESS CASE

Please do not repeat any information contained in other sections of the report

1. With specific reference to anticipated outputs/outcomes, state how the recommendation(s) support corporate objectives e.g. Council's Policy Statement; Vision and Values; Local Government (Scotland) Act 2003; Community Plan; Transformation Programme etc.

The establishment of a Kinship Team is an integral part of the Social Care and Wellbeing Service's strategy to support children remain within their family and community. It will seek to prevent children from being placed in more expensive care placements. The outcomes for children placed within Kinship arrangements is known to be better. They generally:

- Experience less disruption in their lives
- Do better in education
- Have a stronger sense of identity and clearer understanding of who they are
- Have more meaningful contact with birth parents

In September 2009 the Looked After Children Scotland Regulations 2009 came into effect which regulate the assessment, approval and support of Kinship Carers. These significant and extensive new regulations bring the services to kinship carers in line with that of foster carers. Specifically:

- The assessment and approval of Kinship carers requires to be more comprehensive and robust and considered by an Independent panel.
- Kinship carers in their own right become service users whose needs require to be recognised within an appropriate support plan.
- The registration of Kinship Carers requires to be reviewed on an annual basis. These annual reviews will go through the Kinship Panel which members previously agreed to establish.

At present there are 111 kinship carers caring for 153 children. Kinship carers who are approved will be expected to deliver care that meets the National Care Standards. These include:

- Providing standards of care which promote safety along with the health, emotional, physical, sexual and intellectual development of children.
- Providing the young persons development towards adulthood.
- Working as part of a team – attending meetings and contributing to the planning of children in their care.
- Attending training relating to their own needs and those of the children in their care.
- Promoting contact between the child and family members.
- Each kinship carer will sign an agreement setting out their duties and expectations. It also sets out Aberdeen City Council's duties to kinship carers.

These standards promote the experiences and outcomes for Looked After and Accommodated children. For many this will recognise what they already provide. For others, however it will require them to raise standards of care and expectation.

It is likely that some kinship carers will not want the ongoing involvement and scrutiny of the Social Work Service overseeing the care they are providing to a family member.

It will be for the Kinship Team to make clear to kinship carers the standards expected of them and to identify which carers want to progress with formal approval and access the kinship allowance and which carers want to consider alternative means of financial support available to them.

2. State how the recommendation(s) support service objectives and plans and/or the achievement of a Statutory Performance Indicator.

The establishment of these posts will ensure kinship carers are assessed in a rigorous and consistent manner in line with the Council's statutory responsibilities. These assessments are complex and challenging and can only be undertaken by qualified social workers who would have the professional training and knowledge to do this task. The criticality of this role was reaffirmed in a recent paper from the Scottish Government which considered the Role of the Social Worker.

The new and extensive regulations also require the needs of Kinship Carers to be recognised. These include that:

- Support and training to be given to Kinship carers
- Review arrangements for the child are in place
- That Kinship carers promote the best interests of the child. (These frequently are in conflict with the Kinship carers own needs).

The proposed skills mix of the team will allow for these needs to be acknowledged with the appointment of 3 family resource workers. While considerable focus and attention has been paid to the payment of allowances it is also acknowledged that such does not take account of the emotional and practical support needs of kinship carers. It is often these needs which determine the sustainability of any placement.

The delivery of this support by the family resources workers will take many forms and will dependant upon the individual needs of the carers. Some of it will be on an individual basis, some may be provided via training others it is hoped will be delivered by supporting the existing Kinship Care support groups which exist in Aberdeen to be build upon and developed to provide self help support.

By ensuring effective support to Kinship placements it is anticipated that fewer children will be required to be accommodated in other care settings which have less positive outcomes for children and are of greater financial outlay for the Local Authority. The Kinship Team will be a key component of the delivery of the Local Authority's Corporate Parenting responsibilities.

The administrative posts will have the responsibility for supporting the team as well as functions and remit of the Kinship Panel. This Panel has a statutory function and the production of papers and minutes to and from the Panel have strict legal time scales.

The administrative support will also assume responsibility for co-ordinating the financial payments to kinship carers linked to the Carefirst system, ensuring accurate and timely processes are maintained.

3. A) Outline why the new work cannot be undertaken within existing staff resources e.g. by re-distributing resources or curtailing lower priority services.

Existing resources will be realigned for the funding of the Team Manager (1FTE), 1 QSW (1FTE) and Family Resource Worker (1FTE).

The capacity of the service does not allow for the establishment of all the necessary posts to enable Aberdeen City Council to deliver on these new and additional statutory duties. As part of the restructure of Children's Services, which was agreed by the Social Care and Wellbeing Committee, resources have been allocated to ensure a safe and targeted service delivery. The structure was delivered within the existing budget and took account of the continuing financial pressures within the Local Authority.

The re-structure was unable to provide all the required posts from within existing resources. The Association of Directors of Social Work Report on Kinship Care published in April 2009 recommended an allocation of up to 20 Kinship Carers per worker. At present Aberdeen City Council has 111 Kinship carers. There has been a 42% increase in Kinship Carers between March 2007 – March 2009. Aberdeen City Council has similarly experienced and continues to experience an increase in demand for kinship care placements.

OR B) In the case of the redesign of an existing job, outline details of the new tasks being undertaken.

Not applicable

4. Risk Management: What are the consequences of not proceeding with the recommendation(s)?

- The Local Authority will fail to deliver on its statutory requirements.
- There is an increased risk of placements breaking down and children requiring to be moved to other care settings resulting in further disruption and confusion. The more unsettled a child's care experiences are the less positive their outcomes are – poorer educational attainment, increased risk of unemployment, mental health difficulties and criminality - requiring continuing social work involvement into adulthood.
- The move from kinship care to other care settings will result in increased financial outlay for the Local Authority. For example the move to an Independent Foster Agency will cost in the region of £50,000 per placement per year.
- The Service will be subject to future inspections either by the Care Commission or other inspection agency. Failure to have in place services to deliver on our statutory obligations to Kinship carers will result in criticism of the Local Authority.

5. Risk Assessment: What Health and Safety considerations have been taken into account?

All aspects of these posts will be subject to risk assessment as per the Council's Health and Safety policies.

6. Financial Implications:

Impact on current year's revenue/capital budget:

These figures are based on an appointment being made by 1 July 2010. Minimum and maximum salary costs also include agreed allowances and 28.3% on costs.

Job Title	JE Grade	Min Salary*	Max Salary*
2 x Social Worker	13	£58,568	£64,389
2 x Family Support Workers	11	£43,098	£49,245
1.5 Clerical Assistants	8	£23,325	£25,465
Total		£124,991	£139,099

Net Cost	£	Net Saving	£
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Full year impact on revenue/capital budget:

Job Title	JE Grade	Min Salary*	Max Salary*
2 x Social Workers	G13	£75,091	£85,853
2 x Family Support Workers	G11	£57,465	£65,661
1.5 Clerical Assistants	G8	£31,101	£33,953
Total		£163,657	£185,467

*Minimum and maximum salary costs include agreed allowances and 28.3% on costs (ie National Insurance and employer's pension contributions).

Net Cost	£	Net Saving	£
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Source and amount of revenue/capital budget funding available:

As part of the Council's budget allocation, £300,000 was identified for Kinship Care Services. There will be a transfer of the existing budget for the posts of Team Manager (1FTE), 1 QSW (1FTE) and Family Resource Worker (1FTE).

Amount of external monies available within the current financial year:

Amount of external monies available in total:

- 7. If the recommendation(s) relate to additional staffing, outline and justify the proposed contractual status of the new employee(s) i.e. 'permanent' or fixed term?**

All posts will be permanent.

- 8. If the recommendation(s) are funded on a time-limited basis from an external source, what is the likelihood of the project continuing beyond the term of funding?**

Not applicable

- 9. If the project is likely to continue beyond the term of funding, what steps are being considered in order to finance this extension?**

Not applicable

- 10. In the case of fixed term contracts, state whether this contract is task or event related; outline the proposed exit strategy and detail how potential exit costs will be met.**

Not applicable

- 11. What accommodation and equipment considerations have been taken into account?**

Accommodation and equipment will be identified with existing resources.

- 12. HR Comment(s)**

These posts have been through the job evaluation exercise and graded accordingly.

13. Report Author Details

Graeme Simpson
Children's Services Manager
Alternative Family Care
2nd Floor St Nicholas House
Broad Street
Aberdeen
Tel 01224 523496
gsimpson@aberdeencity.gov.uk



CORPORATE PLAN

2010-2013

June 2010

CORPORATE PLAN 2010-2013

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Foreword

It is our pleasure, as the Board of Sport Aberdeen, to present the company's first Corporate Plan. To be involved in the birth of this new organisation has presented the Board and Senior Managers with significant challenges that have been more than offset by the intense excitement for the future. In addressing the transfer of assets the over-riding consideration has been the need to focus on customers, their expectations and ways in which these will be satisfied.

The City has a wide range of leisure facilities and activity programmes, delivered by a variety of operators, which are well distributed and one of our core tasks is to encourage more residents to take part in activities provided by Sport Aberdeen and ensure that the organisation is recognised as a model for the delivery of physical activity both within the City and on a wider national basis. We welcome and value the opportunity to increase the involvement of local people through City based events and activity programmes provided in communities and schools. It is anticipated that around 1.2 million customers will use our facilities and services and we plan to build on this base in 2010-11.

The financial projection for the 9 month period to 31st March 2011 indicates that revenue support from Aberdeen City Council of £5 million will be required. Given our plans to increase footfall and develop greater opportunities for participation in sporting activities by residents, visitors and the business community, we anticipate that the levels of financial support will fall as we move into 2012 and beyond.

During the lifetime of this plan there will be significant changes in which we operate. These changes will be driven by customer demand, sensitivity to public sector priorities, access to new funding streams and above all the commitment to expand the opportunity for residents of Aberdeen to use our facilities and services in the way that best satisfies their needs.

We are confident that the staff transferring coupled with new recruits will rise to the challenges set them and prove that Sport Aberdeen exceeds the expectations of all who wish to be active and participate in sport.

Sport Aberdeen Board
10th June 2010

MISSION STATEMENT & EXECUTIVE SUMMARY

Core Purpose:

To operate the Company, under charitable status, to deliver Aberdeen City Council's core Sport and Physical Recreation provision with the aim of extending the reach of sport and activity in the lives of citizens of Aberdeen and its communities of interest, to enhance the City as a place to live, work and visit and to make effective use of all resources available.

Vision:

Sport Aberdeen will have a meaningful presence with everyone who lives in or visits the city. We will encourage, nurture and inspire our customers and staff to achieve their goals and enjoy themselves.

Delivery:

Clarity, co-operation and co-ordination.

We will provide clear direction, supported with accurate market research and management information. Staff will “get to know their customers” and how to provide them with more services. New markets will be developed and new partners engaged. There will be seamless links between all areas of the company and staff will be motivated, informed and customer focused. Performance and quality will be at the forefront of management activity.

Delivery of the service will, as an overarching principle, reflect the Funding and Service Provision Agreement developed by Aberdeen City Council and the Charitable Objects of the Company

Values and ethos:

Everyone working for Sport Aberdeen will understand how best to “make a difference” – how their part of the organisation can be developed to engage with more people, that they are empowered to change and improve the service and that the company will treat them fairly and with integrity.

KEY PRIORITIES 2010-2013

The Board has agreed the following 9 key priorities for 2010 – 2013 as a list of headline actions for year one:

- Develop a cohesive, customer focused sports operation meeting and delivering its financial, legal, charitable and social obligations.
- To be regarded as a good employer, which excites and encourages all staff to exceed customer expectations?
- Grow total footfall each year by 1% in 2010-11, 3% by 2011-12 and 3.5% by 2012-2013, from the baseline attendances in 2009-10.
- From 2011-12, access new funding streams and reduce the dependence on Council support by 4% per annum compound.
- Secure premises for the establishment of a permanent Head Office.
- Research and install a centralised booking system designed to embrace current and projected communication and technology.
- Add two land based and one water based sports per annum to the present portfolio.
- Monitor and capitalise on local/international sporting events that capture public interest and maximize these opportunities where possible.
- Prepare and secure funding for a comprehensive maintenance programme.

POLICY CONTEXT

[Overview](#)

Sport Aberdeen has been specifically established to provide sport and related services that enhance the lives of residents and visitors to the City on behalf of Aberdeen City Council to enable the local authority to effectively discharge its statutory responsibilities, policies, strategies and objectives in respect the delivery of sport and physical activity services to the Community

[National Dimension](#)

Sport Aberdeen understands the Council's role in contributing to the Scottish Governments priorities:

- Greener
- Wealthier and Fairer
- Smarter
- Healthier
- Safer and Stronger

Sport Aberdeen's Action Plan, referencing the 15 National Outcomes from the Scottish Government's Concordat, aligning with the Single Outcome Agreement For Aberdeen and National Physical Activity Strategies are attached at Appendix 2

[Local Dimension](#)

Sport Aberdeen recognises the City's Sport and Physical Activity Strategy 'Fit for the Future', 2009-15, and the significant contribution we can make in its implementation. The development of Sport Aberdeen's policy framework will be delivered in line with the Funding and Service Provision Agreement developed by Aberdeen City Council, and will include an

acknowledgement of the Council's general policies and the adoption of all those outlined in the Agreement.

This is particularly true in relation to HR policies and procedures which are included in Appendix 3, as well as key Operational Policies such as those dealing with equality and the removal of barriers to participation which are reflected in the Action Plan.

Charitable Status

As a registered charity, Sport Aberdeen will, at all times, operate its policies and delivery of services in accordance the requirements of the Office of the Scottish Charitable Regulator, (OSCR), and the Company's main Charitable Objectives, which are as follows:

- to advance public participation in sport;
- to provide facilities, or assist in the provision of facilities, in the interest of social welfare for recreation and other leisure-time occupation so that their conditions of life may be improved;
- to advance education;
- to advance community development;
- to advance the arts, heritage and culture; and/or
- to advance such similar charitable purposes as the directors may determine from time to time.

Environmental Policies

Sport Aberdeen is also committed to ensuring that it:

- Develops an environmental policy designed to reduce the carbon footprint of the organisation by 5% per annum.
- Operates on the principle that all physical resources are consistently evaluated to ensure they are fit for purpose, represent value for money and meet or exceed customer demands.

REPORTING & GOVERNANCE STRUCTURE

The Sport Aberdeen Board will meet on more than eight times per annum for general business. There will be 1 AGM per year.

The Board will have two committees:

- Executive Board comprising Chairman, Vice Chairman, one Director and Managing Director; and
- Audit & Remuneration Committee comprising Vice Chairman, two directors and an external Assessor.

Having prepared and approved a Corporate Plan the following information will be submitted to Board members within seven working days of the month end. The information will also be made available to Aberdeen City Council through the Director of Education, Culture and Sport.

- Cumulative variances +/- 5% from individual cost centre budgets,
- Cash flow statement.
- Health & Safety issues
- Personnel issues
- Marketing reports and updates on future events
- Attendance/ participation figures reported in line with the Company's six functional service areas.

Additional statutory or legal reporting requirements are placed on the Company through both the Funding and Service Level Agreement developed by Aberdeen City Council; and the Council's Local Code of Practice, 'Funding External Services and Following The Public Pound'; and the organisation's obligations under the terms of its charitable status.

CUSTOMER SERVICE CHARTER

Sport Aberdeen recognises that focusing on the needs of our customers is at the core of our business and we will work to provide high-quality services.

When dealing with you, we will:

- treat you politely and not discriminate because of race, religion, age, gender, sexuality or disability; and
- Listen to your views and give feedback when you wish it.

When we receive your written communications, we will:

- acknowledge receipt of letters and faxes within 5 working days;
- respond in full to letters and faxes within 15 working days; and
- ensure our responses are written in plain English and provide a quality response, addressing all of the issues raised.

When dealing with your telephone calls, we will:

- answer the phone within 3 rings wherever possible;
- greet you politely and clearly – giving you our name and the name of the service that we work for;
- return phone calls within two working days; and
- provide an answering machine service during office hours if lines are busy with messages left being responded to within 2 working days.

We will make sure all our corporate documents/leaflets, etc. are:

- kept up to date;
- in plain English and do not use jargon;
- accessible by the visually impaired and those for whom English is not their first language; and
- made available by via the Sport Aberdeen Website.

When you visit Sport Aberdeen premises you will find:

- reception areas are clean, tidy and as accessible as possible; and
- our employees wear identification badges at all times.

If you experience service from Sport Aberdeen which does not meet any of these standards, we would like to know about it so that we can make improvements. If you believe that our performance has fallen below these standards, you can report it to Customer Relations Manager.

MARKETING STRATEGY

Overview

Marketing is essential in facilitating and supporting the promotional aspects of the Sport Aberdeen Corporate Plan 2010-2013. It will enable Sport Aberdeen to reach the right customers at the right time, thus maximising the potential and performance of the organisation, meeting customer needs and increasing financial return.

We want to:

- Build a strong, reputable brand offering affordable access to sport for everyone
- Understand customer needs and improve their experience
- Ensure our products and services meet customer needs and that long-term and profitable relationships are established
- Explore opportunities and use innovative thinking to develop and engage new markets

Using an appropriate and effective marketing strategy will allow us to successfully communicate with customers and fulfill their needs, achieve the edge over our competition and increase the number of people using Sport Aberdeen services.

Marketing Strategy

The main focus of the marketing activities undertaken by Sport Aberdeen is to increase the presence of our facilities, activities and services within the market place, whilst maintaining a customer-orientated approach.

Various marketing techniques will be employed in order to achieve the outcomes desired by Sport Aberdeen. These techniques will include: site-specific and generic leaflets, displays, events, trials, promotions and advertising, amongst others. Focus will also be placed on marketing through electronic media and new technologies, particularly through the Sport Aberdeen website. Research will be undertaken on a regular basis into any new opportunities for marketing.

Separate strategies will be developed concentrating on specific elements of the business, as detailed in the following action plan. A full, comprehensive marketing strategy will be created for Sport Aberdeen's second year of business, building on the information obtained and the research carried out in Year 1.

See Appendix 1 – Marketing Action Plan.

PHYSICAL RESOURCES

Swimming Pools (6)

Bridge of Don Pool
Bucksburn Pool
Northfield Pool
Kincorth Pool
Hazlehead Pool
Tullos Pool

Golf Courses (7)

Hazlehead Golf Courses (2 x 18 hole, 1 x 9hole, 1x pitch and putt)
Balnagask Golf Course
Kings Links Golf Courses (1 x 18 hole, 1 x 6 hole)

Community Sports Centre's (6)

The Jesmond Centre
Kincorth Sports Centre
Peterculter Sports Centre
Sheddocksley Sports Centre
Lord Provost Alex C. Collie Sports and Community Centre
Torry Youth and Leisure Centre

Regional Level Facilities (4)

Beach Leisure Centre
Linx Ice Arena
Westburn Tennis Centre
Beacon Centre

Football Pavilions and Pitches (4)

The Jack Wood Pavilion (Inverdee Outdoor Sports Centre)
The Joe Paterson Pavilion (Hazlehead Outdoor Sports Centre)
Aulton Pavilion
Nelson Street Playing Field

Outdoor Seasonal Facilities (6)

Westburn Outdoor Sports Centre
Ruthrieston Outdoor Sports Centre
Albury Outdoor Sports Centre
Hilton Outdoor Sports Centre
Northfield Outdoor Sports Centre
Torry Outdoor Sports Centre

FINANCIAL PROJECTIONS
ANNUAL INCOME AND EXPENDITURE SUMMARY

	Actual	Projected		
	Year ending 31 Mar 2009	9 months ending 31 Mar 2011	Year ending 31 Mar 2012	Year ending 31 Mar 2013
Income				
BLC/Links/Westburn/Beacon	908,233	1,140,382	1,573,141	1,628,201
Sports Development	614,870	389,862	611,096	632,485
Swimming pools	885,195	509,809	751,474	777,776
Indoor sports centres	607,476	453,458	607,218	628,470
Golf courses	738,348	549,147	819,300	847,975
Outdoor sport centres	55,280	37,472	58,292	60,333
	3,809,402	3,080,130	4,420,522	4,575,240
Expenditure				
Staff Wages & pension	5,248,157	3,747,219	5,351,002	5,591,797
Staff Costs	233,453	358,132	512,795	521,814
Facility Hire & water rates	177,681	168,909	231,823	236,460
Rates	607,813	45,717	66,046	67,367
Property repairs - External	39,077	55,482	76,723	78,258
Property repairs - Internal	354,102	330,746	452,282	461,328
Heat, light & power	849,262	696,630	949,635	968,628
Consumables	125,146	94,970	131,925	134,564
Site Administration	103,078	99,424	137,017	139,757
Cash collection & site transportation	60,167	54,117	73,672	75,146
Hire & maintenance of equipment	144,078	199,256	273,536	279,007
Supplies & services	306,086	286,076	501,792	509,431
	8,346,275	6,164,716	8,796,380	9,102,450
Contribution by site				
BLC/Links/Westburn/Beacon	(1,716,929)	(1,221,945)	(1,684,441)	(1,739,718)
Sports Development	(738,824)	(574,263)	(835,752)	(862,832)
Swimming pools	(1,330,778)	(814,545)	(1,188,548)	(1,231,134)
Indoor sports centres	(920,022)	(629,651)	(888,740)	(921,368)
Golf courses	359,163	278,016	444,131	458,584
Outdoor sport centres	(189,483)	(122,197)	(222,509)	(230,741)
Total Contribution by site	(4,536,873)	(3,084,586)	(4,375,858)	(4,527,210)
Operational Support	0	474,076	660,546	690,271
Total operational contribution	(4,536,873)	(3,558,662)	(5,036,404)	(5,217,481)

FINANCIAL PROJECTIONS				
ANNUAL INCOME AND EXPENDITURE SUMMARY				
	Actual	Projected	660,546	690,271
	Year ending	9 months ending	Year ending	Year ending
	31 Mar 2009	31 Mar 2011	31 Mar 2012	31 Mar 2013
Corporate Overhead				
Head office wages and salaries		255,854	372,795	389,570
Staff training		15,000	20,400	20,808
Staff recruitment incl disclosure		13,500	13,000	14,000
Staff uniforms		8,000	8,160	8,323
Office rental		37,500	100,000	110,000
Legal fees		18,750	25,500	26,010
Audit & accountancy		15,000	20,400	20,808
Marketing & public relations		63,750	90,000	90,000
Crèche Services		56,250	76,500	78,030
Transport, Travel & parking		12,000	16,320	16,646
Insurance		45,000	61,200	62,424
Hire of equipment		3,750	5,100	5,202
Board expenses		3,750	5,100	5,202
Office sundries		3,750	5,100	5,202
Depreciation		3,125	7,500	7,500
	789,416	554,979	827,075	859,726
Surplus/(deficit)	(5,326,289)	(4,113,641)	(5,863,479)	(6,077,207)
Irrecoverable VAT	0	(105,333)	(147,046)	(149,404)
Surplus/(deficit)	(5,326,289)	(5,008,311)	(7,064,044)	(7,281,219)
Other income				
Corporate Sponsorship	0	0	160,000	200,000
Surplus/(deficit)	(5,326,289)	(5,008,311)	(6,904,044)	(7,081,219)

APPENDIX 1

MARKETING STRATEGY

Strategy & Purpose	Associated Tasks/ Actions	Anticipated Outcome*	Measure
<p>Electronic media – to add value for the customer and potential customer, providing accessible information and increasing promotion channels</p>	<p><u>Sport Aberdeen Website</u> Develop SA website and a set of protocols for adding/ amending published information Establish and train a group of staff responsible for updating website who will also act as focus group (reporting customer feedback, new ideas, problems encountered, etc) Implement Google Analytics Investigate future e-Commerce opportunities (online booking, online payment, etc) and social media opportunities (blogs, interactive calendars, customer log-in, reviews, photographs and videos)</p> <p><u>New Media Initiatives</u> Investigate usage of social media sites (e.g. Facebook, Twitter, etc), mobile internet, Real Simple Syndication (RSS) feeds, podcasts, etc</p>	<p>Existing customers can access Sport Aberdeen information at their own leisure, from any site and out with opening hours</p> <p>Potential customers can browse information without feeling pressure to commit</p> <p>Further promotional channels are opened up for marketing purposes</p> <p>Staff are engaged in and take ownership of the development process</p>	<ol style="list-style-type: none"> 1. Information obtained from monitoring through Google Analytics (website views, historical data, trends, customer intent, visitor details) 2. Surveying existing and potential customers to research usage 3. Monitor linkages in statistics between promotions and website visits
<p>Customer focus – to ensure that customer satisfaction is at the heart of all we do</p>	<p>Review current membership scheme, research private/ public competitor schemes and enhance/ promote Sport Aberdeen scheme to increase uptake Assist in promotion of a ‘Role Model’ membership Conduct customer research through various</p>	<p>Existing customers will feel that they and their opinions are valued</p> <p>Segmenting customers will allow for more focused, efficient marketing efforts with better use of resources (i.e. time and budget)</p>	<ol style="list-style-type: none"> 1. Levels of footfall and numbers signing up for facilities and activities 2. Indications of increased numbers linking back to specific marketing

Strategy & Purpose	Associated Tasks/ Actions	Anticipated Outcome*	Measure
	<p>channels (surveys – online and paper-based, customer satisfaction sheets at individual sites, using information from membership applications in line with Data Protection Act, focus groups)</p> <p>Segment current and potential customers and develop a target marketing and communications strategy (geographically, demographically, by psychographics or behaviours)</p> <p>Regularly consult with existing and potential customers and adopt a positive approach to acting upon the results</p> <p>Create and maintain a customer marketing database</p> <p>Create specific marketing plans for existing services, activities and locations to raise further awareness</p> <p>Investigate potential for a customer loyalty scheme</p>	<p>User numbers at facilities and for services will increase</p> <p>A customer database will enable marketing to be directed at people who have already shown an active interest</p> <p>Develop the next generation of sports participants</p> <p>Extend the number of client groups engaging in sport</p> <p>Provide services that are specific to individual or community requirements</p> <p>Extend the sporting opportunities that are available to residents and visitors to the City</p> <p>Increased participation in sporting activity by residents and visitors</p>	<p>campaigns</p> <p>3. Increase in number of membership applications</p> <p>4. Number of customer and noted interest details recorded in database</p>
<p>Staff involvement – to ensure that staff are engaged, motivated and included in operational and strategic marketing work</p>	<p>Develop a marketing champion at each individual site</p> <p>Encourage all staff to become involved in day-to-day marketing and encouraging communication of customer feedback</p> <p>Support development of ‘sales’ skills for staff</p> <p>Work with HR team on marketing aspect of</p>	<p>Staff will feel included, involved and enthused</p> <p>Sport Aberdeen will take a cohesive approach to marketing as an organisation</p> <p>Customer service will be improved by staff</p>	<p>1. Level of positive feedback obtained from staff (through word-of-mouth, questionnaires, surveys)</p> <p>2. Feedback from</p>

Strategy & Purpose	Associated Tasks/ Actions	Anticipated Outcome*	Measure
	recruitment campaigns	<p>taking a genuine interest in existing and potential service users</p> <p>Sport Aberdeen will be recognised as a good employer with a motivated workforce</p> <p>Grow our own workforce locally</p>	<p>customers on level of service received</p> <p>3. Increased staff morale</p>
<p>Commercial opportunities – to maximise revenue streams coming from the corporate sector</p>	<p>Identify existing arrangements</p> <p>Identify any new opportunities for corporate promotion (e.g. Westburn Tennis Centre, Linx Ice Arena)</p> <p>Conduct market research into corporate partnership schemes</p> <p>Develop and implement a corporate partnership scheme for Sport Aberdeen</p> <p>Research potential organisations to target most suitable candidates and/ or most likely to become involved</p> <p>Ensure regular contact is made with partnership organisations to keep informed of progress/ changes/ issues</p> <p>Review partnerships and scheme on an annual basis</p>	<p>Additional revenue will be raised which can be invested back into the services and facilities provided by Sport Aberdeen</p> <p>Sport Aberdeen profile will be raised, particularly in the private sector</p> <p>Strong relationships will be built with partners, encouraging repeat business and involvement in future projects from a corporate perspective and potentially encouraging partner organisation staff to use Sport Aberdeen services</p>	<p>1. Amount of increase in revenue (in £ and %)</p> <p>2. Level of increase in attendee numbers</p> <p>3. Number of corporate organisations becoming involved with Sport Aberdeen</p>
<p>Event Promotion – to raise awareness on a local and national level of events taking place within Aberdeen City and encourage</p>	<p>Work with Events team on developing an annual marketing programme in line with the events programme</p> <p>Build on the impact of high-profile local and national events and generate excitement (hosting mini-versions, competitions)</p>	<p>Increase on previous years in numbers attending events within the city</p> <p>A number of events becoming nationally recognisable and linked with Aberdeen City and the Sport Aberdeen brand</p>	<p>1. Actual numbers attending events</p> <p>2. Number of attendees from out with Aberdeen City</p>

Strategy & Purpose	Associated Tasks/ Actions	Anticipated Outcome*	Measure
attendance	<p>Use other events taking place in Aberdeen as an avenue to promote sporting events (leaflets, road show approach, stands, etc)</p> <p>Encourage national recognition for specific events and facilities (e.g. Baker Hughes 10K, promoting Westburn Tennis Centre as a national facility)</p> <p>Monitor lessons learned from past events</p> <p>Work with McKenzie PR on promotion through media channels</p> <p>Update the Board on future events on a regular, agreed basis</p>	<p>Increased participation in sporting activity by residents and visitors</p> <p>Develop the next generation of sport participants</p> <p>Extend the sporting opportunities that are available to residents and visitors to the City</p>	<p>3. Links with website in terms of page views for specific events, relating back to promotion campaigns</p>
<p>Research – to gain a comprehensive understanding of the current and potential customer so that marketing may be targeted, to monitor industry trends and to explore any new opportunities/ possibilities for diversification</p>	<p>Develop a comprehensive marketing strategy through primary and secondary research, including a SWOT and PESTLE analysis</p> <p>Develop a rolling programme for collecting and monitoring customer feedback</p> <p>Keep abreast of leisure industry trends, opportunities for diversification and competitor advancements</p> <p>Produce proposal documents when Board approval is sought to exploit new marketing opportunities</p>	<p>A strategy document is prepared in consultation with staff for forthcoming year, thereafter being updated on an annual basis in line with changes in trends, customer perceptions and feedback</p> <p>New opportunities are identified and implemented for marketing activities and for new sport and leisure services/ activities, with buy-in from staff and the Board</p> <p>Consistent customer feedback is obtained on a programmed basis and effectively utilised, to inform future decisions and ensure that customer opinions are clearly taken onboard</p>	<p>1. Number of new services, events, activities successfully introduced on an annual basis</p> <p>2. Levels of feedback obtained from staff and customers</p>

Strategy & Purpose	Associated Tasks/ Actions	Anticipated Outcome*	Measure
		Develop the next generation of sports participants	
Branding – the image of Sport Aberdeen becomes reputable and associated with providing high-quality, accessible sport for everyone	<p>Ensure that all literature, signage, etc, is consistent and makes full use of the Sport Aberdeen branding within agreed corporate guidelines</p> <p>Ensure that all applicable Aberdeen City Council documentation is re-branded with Sport Aberdeen and is refreshed in terms of aesthetics and copy</p> <p>Develop a range of standardised, customer-focused publications, in partnership with business sponsors</p> <p>Promote that Sport Aberdeen are reducing their impact on the environment</p>	<p>The Sport Aberdeen brand, logo and tagline become recognisable, established and associated with the relevant messages</p> <p>That there is a consistent and identifiable look throughout all information distributed, particularly that available in the public realm</p> <p>Sport Aberdeen to be an eco-friendly organisation</p>	<ol style="list-style-type: none"> 1. Branded literature suite agreed, established and made available 2. Feedback from customers

* Items in bold are referenced to Sport Aberdeen Outcomes and Key Targets

APPENDIX 2

OUTCOMES & KEY TARGETS

2010 – 2013

OUTCOMES AND KEY TARGETS 2010-13

Sport Aberdeen will contribute to Scotland's National Outcomes and the local outcomes identified for Aberdeen by enhancing the future sporting activity in the city and creating opportunities for participation and enjoyment by residents and visitors.

National Outcome	Sport Outcome Aberdeen	Target	Implementation/ Action
We live in a Scotland that is the most attractive place for doing business in Europe.	Increased participation in sporting activity by residents and visitors.	<ul style="list-style-type: none"> • Increase footfall at sports facilities by 1% by 2011, 3% by 2012 and 3.5 % by 2013. 	<ul style="list-style-type: none"> • Create activity programmes that reflect local and regional demands and are responsive to market changes. • Review and alter site activity programmes through review, market testing and establishing competitive pricing/charging to encourage innovative and valued sessions. • Devise and distribute city wide, customer focused Sport Aberdeen services brochure in partnership with business sponsors to be used in collaboration with partners and users.

National Outcome	Sport Outcome	Aberdeen Target	Implementation/ Action
<p>Cont- We live in a Scotland that is the most attractive place for doing business in Europe.</p>	<p>Increased participation in sporting activity by residents and visitors.</p>	<ul style="list-style-type: none"> • Introduce one new mass participation event per year. • Introduce an annual programme that provides up to 40 events every year by 2011 	<ul style="list-style-type: none"> • Sport Aberdeen will deliver this through a partnership approach with organisers of national events. This will include sporting, charitable and health and well-being organisations. These will be national charitable events, international sporting events or an event that supports national initiatives such as National Family Week. We plan to work with countryside rangers, arts development and other partner organisations to develop events such as a Dark Skies walk. • Inclusive events will be organised within all Sport Aberdeen facilities. Through a balanced programme and bespoke packages, we will ensure that we attract clubs and sporting associations. In year 1 we will introduce new events for tennis, and football clubs.
<p>We realise our full economic potential with</p>	<p>To be recognised as a good employer with a motivated</p>	<ul style="list-style-type: none"> • To have IIP (or equivalent) accreditation by 2013. 	<ul style="list-style-type: none"> • To implement and maintain the most appropriate accreditation scheme to

National Outcome	Sport Outcome	Aberdeen	Target	Implementation/ Action
more and better employment opportunities for our people.	workforce.		<ul style="list-style-type: none"> • To reduce vacancies to <10% of the establishment. • To reduce absenteeism to <3% 	<p>support Sport Aberdeen's employees and to a create workforce which feels both valued and motivated, e.g. IIP.</p> <ul style="list-style-type: none"> • To ensure retention of staff through clear communication of vision and mission statement for Sport Aberdeen. • Introduce an incentive scheme for Sport Aberdeen employees e.g. discounted or free use of facilities, reward for innovative ideas, and rewards for exceptional contributions. • Through the provision of regular and varied training. • Through the provision of clear career pathways. • Through the provision of a robust absence monitoring system including referral to independent occupational health advisors.
We are better educated, more skilled and more successful, renowned for	Grow our own workforce locally.		<ul style="list-style-type: none"> • By 2013 50% of participants on Sport Aberdeen coach education 	<ul style="list-style-type: none"> • Increase the number of qualified coach volunteers through continued support and training.

National Outcome	Sport Outcome	Aberdeen Target	Implementation/ Action
our research and innovation.		courses to be engaged by the company.	<ul style="list-style-type: none"> • Maintain and develop a database of coaches and volunteers. • Continually review and assess the needs of the market and develop innovative ways of recruiting volunteers locally. • Programme popular coaching activities to meet market demand and employ skilled volunteers as employees.
Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	Develop the next generation of sports participants.	<ul style="list-style-type: none"> • By 2012 every Active School and Active Community initiative will have a programme slot at a sports facility. 	<ul style="list-style-type: none"> • Establish a minimum of one Active Schools and One Active Communities session in each Sport Aberdeen facility through co-ordinated programming balancing commercial, club and community needs.
Our children have the best start in life and are ready to succeed.	Maximise daytime use of sports facilities.	<ul style="list-style-type: none"> • Establishment of a pre-school sports programme by 2011. 	<ul style="list-style-type: none"> • Support will be provided to early years children (nursery to P3) through liaising with nursery providers and pre-schools to assist in the provision of resources and training. • Programmed activities within the crèche service incorporating kinder gym activities and early years

National Outcome	Sport Outcome	Aberdeen Target	Implementation/ Action
			<p>education.</p> <ul style="list-style-type: none"> • A comprehensive parent and toddler Learn to Swim programme will be delivered at a number of facilities, for example those pools that have teaching pools.
<p>We live longer, healthier lives. We have tackled the significant inequalities in Scottish society.</p>	<p>Extend the number of client groups engaging in sport.</p>	<ul style="list-style-type: none"> • Provide 4 new health and wellbeing programmes every year with a public or voluntary sector partner. 	<ul style="list-style-type: none"> • Partnership approached initiatives will be achieved working with Drugs Action, Social Services, Education Services, the NHS and the Police.
<p>We have improved the life chances for children, young people and families at risk.</p>	<p>Increased participation in sports activities in the City's regeneration areas.</p>	<ul style="list-style-type: none"> • Increase the use of sports facilities in regeneration areas by local people by 10% by 2013. 	<ul style="list-style-type: none"> • Active Schools "Fit for Girls" programmes to be rolled out in all secondary schools in regeneration areas. Such programmes to incorporate activity sessions in selected sports centres. • Active Communities 'Fit for Women' programmes to be developed in sports facilities in regeneration areas in partnership with Community Learning Service. • Sportscotland programmes and initiatives in linking communities of need to sports programming to be

National Outcome	Sport Outcome	Aberdeen Target	Implementation/ Action
			<p>incorporated into the service plan of each site.</p> <ul style="list-style-type: none"> • Target opportunities and initiatives to develop indirect usage of facilities e.g. buggy fitness, walking clubs, Jog Scotland etc. • Explore community management opportunities e.g. use and co-ordination of MUGA pitch at Torry Outdoor Centre by Dee Boys Club. • Active Communities 'Diversionary' activities programmes to be developed in sports centres in each SIMD area in partnership with Community Economic Development and Job Centre Plus incorporating confidence building exercises and employability support for all 16+ participants. • Develop 'father/mother and son/daughter' activities in all facilities in SIMD areas in partnership with Community Learning as part of the

National Outcome	Sport Outcome	Aberdeen Target	Implementation/ Action
<p>We live our lives safe from crime, disorder and danger.</p>	<p>Provide services that are specific to individual or community requirements.</p>	<ul style="list-style-type: none"> • Provide 2 new anti-social behavior initiatives per year working with Police, Prison Service and other similar agencies. 	<p>broader family learning initiative already in place.</p> <ul style="list-style-type: none"> • Review programming of all sites to ensure city wide understanding of targeting activities in areas of regeneration. • Partner Agreements concluded with NHS, Police and Fire to include joint co-working in regeneration areas. • Fairer Scotland Funding to be applied to support the above. • Sport Aberdeen will work with the management at Craiginches Prison, Aberdeen to reduce re-offender rates. This will be achieved through safe routes out of prison initiative that will implement diversionary activities and employment opportunities for ex-offenders.

National Outcome	Sport Outcome Aberdeen	Target	Implementation/ Action
<p>We live in well designed, sustainable places where we are able to access the amenities and services we need.</p> <p>We value and enjoy our built and natural environment and protect and enhance it for future generations.</p>	<p>Extend the sporting opportunities available to residents and visitors to the City.</p>	<ul style="list-style-type: none"> • Introduce 2 land-based and 1 water-based activities per year. 	<ul style="list-style-type: none"> • Sport Aberdeen will create interest in and generate demand for new activities. For example: a programme of vocational studies will develop an interest in maritime skills which will introduce young people to water based leisure pursuits and an international coach education initiative will bring new sports to the city.
<p>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p>	<p>Sustain the City's sporting club infrastructure.</p>	<ul style="list-style-type: none"> • Provide 2 club based events/competitions per year. • Develop an annual programme of coach and club development in conjunction with NGB by 2012. 	<ul style="list-style-type: none"> • We will facilitate and manage events and competitions with local sporting clubs and associations. For example we will work with Aberdeen Ice Hockey Club, The Aberdeen Bowling Clubs and Association and Hazlehead Golf Club.

National Outcome	Sport Outcome	Aberdeen	Target	Implementation/ Action
We take pride in strong, fair and inclusive national identity.	Encourage local athletes to use the facilities.		<ul style="list-style-type: none"> • Introduce a 'role model' membership for aspiring national standard athletes by 2011. 	<ul style="list-style-type: none"> • Create strong links with SportsScotland and Grampian Institute of Sport • Through utilisation of local sports talent e.g. David Law, local golfer to be first "role model" also AFC footballers • Expectation that "role model" will be available for photo opportunities, come and try events, launches etc.

National Outcome	Sport Outcome Aberdeen	Target	Implementation/ Action
<p>We reduce the local and global environmental impact of our consumption and production.</p>	<p>Sport Aberdeen to be an eco-friendly organisation.</p>	<ul style="list-style-type: none"> • Introduce carbon offset plan by 2012. 	<ul style="list-style-type: none"> • Sport Aberdeen will meet the challenges set by the Climate Change (Scotland) Act 2008 and will work on a programme to reduce carbon emissions from our own estate and match Scottish Government targets to reduce emissions by 42% by 2020. • The key priorities for Sport Aberdeen are to reduce the environmental impact from our own operations and ensure long term improvement in the city's environment. These priorities have been identified due to international and national legislation, along with local priorities to support the Single Outcome Agreement. • Key areas for action will be, Carbon Management and Climate Change, Improvements to air quality and clean and attractive public environments.

National Outcome	Sport Outcome	Aberdeen Target	Implementation/ Action
<p>Our public services are high quality, continually improving, efficient and responsive to people's needs.</p>	<p>Ten year investment plan for the Company.</p>	<ul style="list-style-type: none"> • Establish a capital development plan in partnership with Aberdeen City Council by 2010. • Secure funding from the Council and other bodies annually. 	<ul style="list-style-type: none"> • Sport Aberdeen will identify the required capital work during the course of the agreement (10 years) • Sport Aberdeen will prioritise the works and present the findings to Aberdeen City Council for consideration and inclusion in its capital programme.

APPENDIX 3

COMPANY EMPLOYEE POLICIES

Index

1. Hours of Work

- i) Service Specific Staff
- ii) Head Office Staff

2. Annual Leave

3. Training and Education

4. Occupational Health & Safety

5. Recruitment and Selection

6. Equal Opportunities

7. Industrial Relations

- i) Grievances
- ii) Policy Statement

1. Hours of Work

- i) Service Specific Staff: As per contract, defined by centre/service rotas.
- ii) Head Office/Administrative Staff: Flexible Working Scheme

The Employment Act (2002) came into force on April 2003, makes a number of 'family friendly' provisions. The right to request to work flexibly is one of these provisions and this scheme puts in place the process whereby such requests are considered.

These regulations have been further amended by the Work and Families Act 2006 through the introduction of the Flexible Working (Eligibility, Complaints and Remedies) (Amendment) Regulations 2006.

2. Annual Leave

The annual leave year for former APT & C employees is from 1 January to 31 December each year. It is the responsibility of managers/supervisors to manage the allocation of employee holidays so as to ensure as far as reasonably possible that all employees take their full annual entitlement within this 12 month period.

It is appreciated that, in certain circumstances, it may not always be practicable for all employees to take their full annual leave entitlement during the designated leave year.

2010 Public holidays

Friday 1 January (***New Years Day***)
Monday 4 January (***in lieu of 2 January***)
Friday 2 April (***Good Friday***)
Monday 3 May (***May Day***)
Monday 27 December (***in lieu of Christmas Day***)
Tuesday 28 December (***in lieu of Boxing Day***)
*Wednesday 29 December
*Thursday 30 December

Friday 31 December (***Hogmanay***)

3. Training and Education

Policy Purpose and Objectives

Sport Aberdeen is committed to the development of all of its employees and to the retention and management of its internal talent. As an organisation, we believe that through investing in the personal and professional development of our people, we can continuously improve our services to the citizens of Aberdeen and in so doing deliver on the overarching values and vision of the organisation.

The objectives of this policy are to provide information to all employees on the types of development opportunities that are available to them, the ways in which they can access appropriate development activities and the level of support that is available to assist with their development. The policy also sets out the various responsibilities of Sport Aberdeen as the employer, as well as those of the individual employee, when undertaking any development activity and provides information on the arrangements that are in place to monitor the quality of the development provided.

The outcomes of this should be:

- To provide qualified, skilled and experienced employees on a continuing basis to meet Sport Aberdeen requirements
- To increase the job satisfaction and career prospects of employees
- To enhance the levels of employee engagement and morale
- To help foster a learning culture within the organisation
- To comply with equal opportunities criteria in providing access to development
- To encourage clear development plans to assist all employees to maximise their full potential through the provision of appropriate training and development opportunities to meet the needs of the organisation

4. Occupational Health & Safety

Health & Safety Policy

This policy is designed to contribute to the business performance of Sport Aberdeen and as a Commitment to continuous improvement in health and safety performance. The policy reflects the legal obligations placed upon Sport Aberdeen by the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999 (as amended) and any other industry specific guidance. This document requires the commitment, support and action from everyone working within

Sport Aberdeen and is central to the ongoing effective management of health and safety. Sport Aberdeen will take all reasonably practicable steps to provide and maintain a healthy and safe working environment for all its employees, clients and any other people who may be affected by its activities. It is committed to continually improving its health and safety performance in the delivery of its services.

This standard will be achieved by:

- a) Gaining, and maintaining, the commitment and participation of all employees in creating and maintaining a positive health and safety culture;
- b) Meeting its responsibilities to employees, and others in a way which recognizes that legal requirements are the minimum standard;
- c) Adopting a planned and systematic approach to the implementation of the Sport Aberdeen's Health and Safety Policy at work.
- d) Identifying and assessing the risks associated with all activities of the Sport Aberdeen with the aim of eliminating or controlling the risks, so far as is reasonably practicable;
- e) Allocating sufficient resources to meet the requirements of this Policy;
- f) Planning for health and safety including the setting of realistic short and long term objectives, deciding priorities and establishing meaningful performance standards;
- g) Monitoring and reviewing performance on a regular basis to ensure that high standards are maintained and improved;
- h) Maintaining an effective system of joint consultation with trade union appointed safety representatives and, where elected, non trade union representatives of employee safety, as appropriate, and providing safety representatives with appropriate resources, including time off to enable them to carry out their functions.
- i) Maintaining arrangements for co-ordination and co-operation with other employers where Sport Aberdeen employees or clients share premises, facilities or activities with persons working in other organisations; and
- j) Ensuring that the demands of activities do not exceed the capabilities of staff or clients to carry out work without risk to themselves or others.

5. Recruitment & Selection

Recruitment plays a fundamental and crucial role in the day-to-day functioning and development of Sport Aberdeen. Successful recruitment depends upon selecting applicants with the appropriate level of skills, competencies and qualifications who will readily identify with the objectives, values and vision of the Sport Aberdeen and will see themselves as making a positive and innovative contribution towards them.

Recruiters have considerable contact with customers and the public and the recruitment process is often the first experience a potential employee has of the Sport Aberdeen. It is therefore important that the process is as professional as possible and promotes a positive image and profile of Sport Aberdeen.

6. Equal Opportunities

Vision Statement

We are committed to promoting equality of opportunity, and to going beyond our 3 public equality duties on disability, gender and race by promoting equality on wider grounds including age, religion or belief, and sexual orientation - as an employer, as a service provider, in partnership, and in our public duties. We will create a culture that values all the differences that employees and communities bring, and which values openness, fairness, transparency and reward and recognition based on ability and achievement only. We will continually strive to maintain an environment in which people from all backgrounds can live and work together harmoniously by challenging unlawful or unfair discrimination, prejudice, stereotyping, harassment and undignified and disrespectful behaviour. We want everyone in Aberdeen to have an equal opportunity to work, learn and live free from discrimination and victimisation, including those who experience social deprivation.

7. Industrial Relations

i) Grievances

Sport Aberdeen recognises that a grievance procedure must be provided whereby employees who have problems or concerns about their work, working conditions or relationships can raise their concerns with management without fear of censure Sport Aberdeen similarly recognises that any grievance, whether from an individual or a group, must be dealt with speedily, fairly and equitably, as near to the point of origin as possible, within agreed time limits and using the same procedure.

Until all stages of the grievance procedure have been exhausted, there shall be no departure from normal working arrangements by either party. This procedure applies to all employees of Sport Aberdeen, regardless of status.

This procedure is limited to an individual employee raising an individual grievance regarding his or her own employment. It does not cover a collective grievance, which if not resolved would form the basis of a dispute, which may be brought by a trade union on behalf of a group of members. This should be brought through the Sport Aberdeen's Dispute

Resolution Procedure (Element 4 of the Framework Agreement for Industrial Relations).

Former employees who wish to raise a grievance once they have left their employment with Sport Aberdeen do not have access to this procedure. They must set out in writing their grievance and the basis for it. An appropriate senior manager must then set out a response in writing. There is no requirement to have a hearing and the individual has no right of appeal.

Core principles

- grievances will be dealt with promptly and confidentially
- both employees and management must be committed to finding a fair and speedy resolution to grievances in order to maintain effective and harmonious working relationships
- every reasonable effort should be made to resolve grievances informally between the employee and his/her line manager
- the aim is to settle grievances at as low a level as possible
- every employee should be made aware of the existence of the grievance procedure and how to access it
- throughout the procedure, special allowances should be made for those employees whose first language is not English or who have difficulty expressing themselves. The same applies to employees with a disability
- the employee has the right to be accompanied by a trade union representative or work colleague of their choice at each stage of the formal procedure. The employee will not however be permitted to be accompanied by a legal practitioner, partner or spouse
- a confidential record should be kept of proceedings and any outcomes or recommendations.

ii) Policy Statements

Discipline

It is the policy of Sport Aberdeen to maintain effective working relationships with and between our employees. We require our employees to conform to acceptable standards of behaviour at work and are committed to supporting and encouraging our employees, at all times, to achieve these standards.

Nevertheless, from time to time, an employee's behaviour may fall below what is considered acceptable which will necessitate recourse to this Managing Discipline Procedure.

This procedure provides a framework to ensure rules and standards of behaviour are applied in a fair, consistent and systematic manner whilst recognising that each case must be treated on its merits taking account of individual circumstances.

It is recognised that in the interest of good employee relations that issues of discipline should be dealt with as speedily as practicably possible to allow a return for all to normal working.

Supporting Work Performance

Employees have a contractual duty to perform their duties to the standards required by their employer. Managers are responsible for managing performance which includes standard setting, monitoring and taking appropriate action when these are not met.

This procedure provides a framework to ensure that individual work performance issues are managed through early intervention on a fair and consistent basis, where the opportunity for improvement (i.e. to close the performance gap between expected and actual performance) is offered to each individual. It aims to outline the corporate position in relation to dealing with work performance in a performance management context rather than addressing such issues through the disciplinary route.

Sport Aberdeen will follow a process where the employee is informed of problems with their work performance, given the opportunity to respond to allegations and provided with the necessary support to meet the required standards. The employee will be warned of the consequences of failure to improve, which could ultimately result in dismissal for capability reasons.

Attendance

Sport Aberdeen is committed to maximising attendance at work. All employees have a contractual duty to attend regularly for work. Managers are responsible for managing attendance once a 'trigger' for action has been reached. High attendance levels are vital for Sport Aberdeen to achieve its stated objectives. Sport Aberdeen will support employees with a view to maximising attendance.

The policy provides a framework to ensure that individual attendance issues are managed through early intervention based on the individual circumstances of each case. In cases of short term sickness absence, a

determination will initially be made as to whether there is any underlying medical problem. If so, the matter will be regarded as a 'capability' issue and addressed through the relevant part of this procedure, in conjunction with the occupational health doctor. If not, then the matter will be regarded as a 'conduct' issue and will be addressed through the "Managing Discipline" procedure.

With regard to long term sickness absence, these cases will be managed in accordance with the relevant part of this procedure, in consultation and advice with Sport Aberdeen's occupational health service provider.

An eventual outcome in respect of both long and short term sickness absence cases, where an underlying medical problem exists, could be dismissal on grounds of capability due to ill health or ill health retirement, where the strict ill health retirement criteria are met. However, Sport Aberdeen will endeavour to provide all reasonable assistance and support to employees to help them improve their attendance, before termination of employment is considered.

Whistle Blowing

In order to comply with statutory responsibilities as required by the Public Interest Disclosure Act 1998 and to promote good employment practice, this procedure (currently being finalised) seeks to encourage a climate of openness in the workplace where workers can raise their concerns without fear of reprisals.

- This procedure provides workers with the opportunity to bring to the attention of Sport Aberdeen issues of serious wrongdoing or malpractice within the workplace. Where the disclosure of such matters is in the public interest, the procedure details the steps a worker should take to raise the concern, in confidence, and provides a guarantee that the individual will not suffer any detriment as a result.
- The public has a right to expect high standards of service. When these are not met and are due to individual acts, omissions or corporate failings then this needs to be addressed. This procedure allows a worker to report such matters to their employer. Within the procedure there are a number of categories under which an issue can be raised
- The principles and guidance outlined in this procedure have been developed to implement the Public Interest Disclosure Act 1998 and to complement Sport Aberdeen's Code of Conduct for Employees (currently being developed).
- Sport Aberdeen has a Complaints Procedure for the public that allows for issues of concern, relating to the provision of services to the public, to be raised. It also has a Grievance Procedure that deals with

individual and collective problems that employees have as a result of their employment.

The 'Whistle-blowing Procedure' does not replace either of the above but complements them by identifying a process whereby workers can raise matters of concern, have these investigated, and be given the assurance of no reprisals by the employer, where the worker has reasonable suspicion of the alleged act(s).

Sport Aberdeen's HR Manager has been identified as the post responsible for coordinating the provisions of this procedure. This includes the lead role for determining whether complaints can be considered under this procedure and ensuring any identified action is taken as a result of complaints being investigated.