

The Strategy for an Active Aberdeen

2016 - 2020

Our Vision:

Aberdeen is the most active city in Scotland by 2020

Our Mission:

To Activate the City

The Active Aberdeen Partnership will:

Increase the number of people who participate in sport and physical activity by:

- Delivering a major marketing campaign to encourage individuals and organisations to pledge to 'Activate the City' and be more active, more often
- Supporting and enabling the inactive to become active and reducing the size of the sedentary population
- Advocating healthy workplaces and active commuting to help people build sport and physical activity into their daily routine
- Developing pathways that enable those who wish to progress and achieve, reach their goals, working with sportsScotland and National Governing Bodies of Sport

Invest in our infrastructure of people and places by:

- Improving the quality of the sports facilities across Aberdeen, generating investment where it will have the most impact
- Developing more coaches, officials and volunteers to build the capacity of our sporting infrastructure
- Supporting our clubs and groups to provide a welcoming and safe environment
- Fostering a culture of collaboration between agencies to ensure that there is a comprehensive, cohesive and co-ordinated sport and physical activity offer for our communities

Be Inclusive, delivering programmes that meet the needs of the entire community by:

- Ensuring that all areas of the City and everyone in our communities has access to opportunities to participate in a range of activities
- Addressing health inequalities, targeting the least active in areas of need
- Using sport and physical activity as a tool to achieve social outcomes such as community safety, learning opportunities, health improvements and regeneration
- Supporting those with disabilities or with long-term health conditions to be more active

These three themes and the Objectives outlined will form the basis of the Action Plans that are developed.

Scottish Government’s Active Scotland Outcomes Framework

The Active Aberdeen Partnership wishes to ensure that the delivery of the Strategy for an Active Aberdeen aligns and contributes to the Scottish Government’s Active Scotland Outcomes Framework. Therefore our Action Plans will reference each of the six Outcomes below.

Vision: A More Active Scotland							
<p>Physical activity is about getting people moving. Daily walking, playing in a park, going to a gym, training with a team or aspiring to win a gold medal- it doesn’t really matter how people get active, it just matters that we do.</p> <p>Being physically active contributes to our personal, community and national wellbeing.</p> <p>Our vision is of a Scotland where more people are more active, more often.</p>							
National Outcomes							
Business	Employment	Research and Innovation	Young People	Early Years	Healthier	Inequalities Tackled	Life Chances
Safe from Crime	Sustainable Places	Resilient Communities	Environment Valued	National Identity	Impact on Environment	Older People Supported	Public Services
Active Scotland Outcomes							
We encourage and enable the inactive to be more active		We encourage and enable the active to stay active throughout life		We develop physical confidence and competence from the earliest age			
We improve our active infrastructure – people and places		We support wellbeing and resilience in communities through physical activity and sport		We improve opportunities to participate, progress and achieve in sport			
Equality – Our commitment to equality underpins everything we do							

Executive Summary

The Active Aberdeen Partnership has been established formally and this provides the catalyst for independent organisations to collaborate in ways that help to make Aberdeen the most active city in Scotland. By working better together we can maximise our resources and our expertise to provide the people of Aberdeen with opportunities and options to encourage them to be more active, more often.

Aberdeen will:

- Increase the number of people who participate in sport and physical activity
- Invest in our infrastructure of people and places
- Be Inclusive, delivering programmes that meet the needs of the entire community

We have taken our lead from research and national and local policies, (Appendices 1, 2 and 3) all pointing to the need for us to intervene and to invest in getting people more active for health and other social outcomes. A worrying proportion of the people in Aberdeen are not thought to be meeting the minimum guidelines for Physical Activity (Guidelines contained in Appendix 4).

Our Mission is very ambitious and in order to provide the strong foundations we have taken the unusual step of recommending a “Year Zero” Action Plan to get our building blocks in place and provide a firm platform to attack the objectives of the Strategy. During Year Zero the Partnership will strengthen its structure, develop its workforce, plan ahead and communicate key messages. All in preparation for the release of the Year 1 Action Plan.

We would like to sincerely thank all of the people who were consulted in the development of this Strategy, and we hope that we have reflected their views accurately; they are listed in Appendix 7.

The Strategy for an Active Aberdeen Action Plan

Increase the number of people who participate in sport and physical activity by:

Objective	ASOF Ref	Tasks	Target	Partners	Time
Delivering a major marketing campaign to encourage individuals and organisations to pledge to “Activate the City” and be more active, more often	1, 2	Engage media partners Launch the Activate the City campaign Publicise the benefits of sport and physical activity Create events and opportunities for businesses, organisations and individuals to sign the pledge	100 businesses and organisations sign the pledge to Activate the City 5000 individuals sign the pledge to Activate the City	AAP	2016-17
	1, 2, 6	Capture, publish and promote positive case studies demonstrating the wider benefits of sport and physical activity, the events held and the successes achieved	One press release per month dedicated to AAP progress and targets	AAP	2017-20
Supporting and enabling the inactive to become active and reducing the size of the sedentary population	1, 2, 3, 6	Reduce the % of inactive adults and children and increase the frequency of participation, delivering programmes reflecting the needs of the inactive eg walking, low impact and specialist classes for adults and children including people with disabilities and those with long term conditions	Inactive adults at 20% or less Inactive children at 5% or less Recreational walking at 70%	AAP	2017-20
	1, 6	The Universities will increase the level of inactive students’ participation by providing a programme of social and recreational activity sessions	Student sport and physical activity participation increased by 5%	ASV RGU	2017-20
	1, 2	Increase attendance at leisure facilities by all providers offering creative programmes to attract new users	Increase the number of visits per 1000 population by 10% at Aberdeen’s public facilities	AAP	2017 -20
	1, 2, 3, 6	Encourage all schools in Aberdeen to meet the national requirements for quality PE so that they can all sustain their involvement. Pupils with disabilities are included in PE classes, throughout their lives	100% of schools	ACC PELO	2017 - 20
	1, 2, 3, 4	Enhance PE provision and physical activity by encouraging every Primary School to appoint a specialist PE Teacher or PE Lead	100% of Primary Schools by 2020	AAP AAC AS	2017 - 20

	1, 2, 3, 6	Encourage all schools in Aberdeen to provide a minimum of 3 extra-curricular physical activity or sport sessions per week to include cycle training and adventure activities	100% of all schools	AS ACC Adv Ab TE	2017 - 20
	1, 3, 5	Provide a comprehensive programme of active play for children but particularly those most in need	55% of children engaged	AAP	2017 – 20
	1, 3, 5	Work with Transport and Active Schools to increase children’s active travel to school	55% of children walking and cycling to school	AAP AAC AS	2017 - 20
	3	The NHS informs new parents about the need to encourage their children to be physically active		AAP NHS HSCP	2017 - 20
	3	Use the Curriculum for Excellence to support children and young people to become successful learners, confident individuals, responsible citizens and effective contributors in sport and physical activity settings	Re-configured provision for young people to match the objectives of the Curriculum for Excellence	AAP	2020
	1, 6	Deliver sport outreach programmes for those who are unlikely to join traditional clubs or programmes	6 new programmes each year 50% of participants from target groups	AAP	2017 - 20
Advocating healthy workplaces and active commuting to help people build sport and physical activity into their daily routine	1, 2, 4	Develop a Workplace Challenge aimed at increasing active travel and sport and physical activity participation Work with local employers supporting them to be more responsible for employees’ health and wellbeing Support programmes designed to improve infrastructure which encourage active commuting	75 businesses engaged 3000 employees engaged 300 employees switching to active commuting 2 infrastructure programmes supported	AAP ACC	2017 - 20
Develop pathways that enable those who wish to progress and achieve, reach their goals, working with sportscotland and the NGBs	1, 2, 6	NGBs to map their performance pathways and plans developed to fill any gaps Plans developed to create transitions from physical activity to sport and between sports	Priority Sport Pathways mapped and gaps identified Transition Plan developed	AAP NGB RDMs ss	2017 - 20
	4, 6	Design a package for talented athletes to support their training, equipment, travel, performance needs etc	20 athletes supported Business support secured An increase in Aberdonians representing Scotland	AAP NGB	2017 - 20

Invest in our infrastructure of people and places by:

Objective	ASOF Ref	Tasks	Target	Partners	Time
Improving the quality of the sports facilities across Aberdeen, generating investment where it will have the most impact	4	Build more artificial sports surfaces to move outdoor to create capacity for indoor activities Create improved infrastructure for walking and cycling in the city for commuting and recreation.	3 new 3G pitches constructed 1 commercial 5 aside operation in place Improved walking and cycling routes	AAP SA ACC	2017 - 20
	4	New school facilities “design in” community use so that the school estate is used more effectively and efficiently	New secondary school estates have community-use sports facility provision	ACC	2020
	1, 4	Identify and invest in green spaces, parks, play areas, housing developments and schools that can be maintained and made accessible to encourage participation in sport and physical activity Develop a S75 Agreement policy that invests in facilities that enable participation in sport & physical activity	Increased use of indoor and outdoor facilities S75 investment into sport & physical activity facilities	AAP ACC SA	2020
	4, 5	Decide criteria to allow competent community groups to manage appropriate community sports facilities under the Community Empowerment Scotland Act	5 Asset Transfer or Maintenance Transfer Agreements in place	AAP ACC	2020
Developing more coaches, officials and volunteers to build the capacity of our sporting infrastructure	4, 5, 6	Develop a confident and competent sport and physical activity workforce Deploy the workforce effectively Work with employers and training providers to create staff that possess the appropriate skills and competencies and improve the retention of staff	Active Aberdeen Workforce Development Plan written and implemented 80% of Actions completed each year	AAP	2016 - 20
	4, 5, 6	Recruit, train, deploy and retain more volunteers to deliver programmes Develop a workforce database that can be shared across partners and utilised for events	8% increase in the number of volunteers Database created	AAP	2017 - 20 2017
Supporting our clubs to provide a welcoming and safe environment	4, 5	Create a strong mechanism to support and develop voluntary sports clubs Provide a training programme for Community Sports Clubs and deliver Inclusion Club Hub training	50% of clubs in membership of Sports Council Support provided to 10% of community sports clubs each	AAP	2017 - 20

		Increase the number of clubs with ClubCap accreditation Support senior clubs to develop junior sections	year 3% increase in adult club memberships 10 senior clubs establish junior sections 5% increase in junior club memberships 5 new ClubCap accreditations each year		
		Establish Community Sports Hubs across the City linked to the Active Schools Groups	6 Community Sports Hubs created in the Active Schools Network	AAP AS SS	2016 - 19
Fostering a culture of collaboration between agencies to ensure that there is a comprehensive, cohesive and coordinated sport and physical activity offer for our communities	4, 6	Complete and implement the Sports Facility Strategy Decisions made to rationalise facility stock Identify facilities that will specialise in the Aberdeen Priority Sports Hall sport partners to match the most appropriate venue to each sport	Strategy approved by AAP Board Facilities rationalised Priority sport facilities identified 5 sports matched with venues	AAP	2016 - 20
	4	Introduce digital technology to simplify the booking of facilities and market facilities and programmes Complete the development of the Active Aberdeen App	Online facility booking service available for all facilities operated by AAP App designed and launched	AAP	2017 - 20
	4, 6	Events Plan for the City developed, with resources to deliver it Work with ACC and the BID to identify packages to support event bidding	Events Plan produced City to host 5 major events per year Bid for one International event per year	AAP ACC BID	2016 - 20

Be **Inclusive**, delivering programmes that meet the needs of the entire community by:

Objective	ASOF Ref	Tasks	Target	Partners	Time
Ensuring that all areas of the City and everyone in our communities has access to opportunities to participate in a range of activities	1, 2, 5	Increase active participation in those communities that are the most inactive by offering a range of inclusive programmes	5% increase each year in targeted communities Every ward has at least 7 different activity sessions provided	AAP	2017 - 20
Improving health inequalities, targeting the least active in areas of need	1, 5	Work with GPs and health sector to ensure appropriate Referral Programmes in place Social and recreational sessions programme developed in target areas	At least one Programme in place in each target area of the City At least one Programme in place in each target area of the City	AAP	2017 - 20
Using sport and physical activity as a tool to achieve social outcomes such as community safety, learning opportunities, health improvements and regeneration	1, 5	Deliver social outcome programmes in each target area of the City Measure the Social Return on Investment (SROI) as a way of demonstrating the benefits of investing in sport and physical activity to secure further investment	At least one Programme in place in each target area of the City SROI completed Further investment of £50k secured	AAP	2017 - 20
Supporting those with disabilities or with long term conditions to be more active	1, 5	Work toward all Fitness gyms to be Inclusive Fitness Initiative compliant Develop the ASN Competition programme Work to establish new integrated clubs Deliver Inclusion Club Hub training to local sports clubs Support and train staff and volunteers to deliver inclusive programmes	All City facilities IFI compliant 3 new sports added to competition calendar 3 new integrated clubs 50% of clubs trained 100 staff and volunteers trained	AAP AS	2017 - 20

Potential Partners (and abbreviations used above)

Active Aberdeen Partnership	AAP
Aberdeen City Council	ACC
Adventure Aberdeen	Adv Ab
Aberdeen Football Club Community Trust	AFC CT
Active Schools	AS
Aberdeen Snowsports Centre	ASC
Aberdeen Sports Village	ASV
Curl Aberdeen	CA
National Health Service	NHS
North East Scotland College	NESC
Paths for All	PFA
PE Lead Officer (ACC)	PELO
Robert Gordon University	RGU
Scottish Governing Body Regional Development Managers	NGB RDM
Sport Aberdeen	SA
sportscotland	ss
StreetSport	St Sp
Transition Extreme	TE
University of Aberdeen	UoA

An Active Aberdeen

This strategy is for Aberdeen. It is not a strategy for a single organisation but one that takes a multi-agency approach with a mix of partners all of whom have their own separate visions and business plans. This is what makes this strategy unique and exciting. However it also makes it challenging because the creation of a culture of trust and collaboration among partners, who compete against each other for customers, is paramount if this strategy is to be successful and opportunities are to be maximised.

Currently although there are a wide range of different activities being offered across Aberdeen by different partners, the programmes are fragmented, booking is complex and this can make it more difficult for people to become involved.

However, the Active Aberdeen Partnership has been established formally and will facilitate a step-change in both the planning and delivery of sport and physical activity services across the city. With a strategic alliance with the City Council, the Partnership will also support the City's priorities, it will provide expert input to, and deliver services that contribute to the aims of the Aberdeen Single Outcome Agreement, Community Planning Aberdeen and the Aberdeen City Health & Social Care Partnership. For this Strategy to be fully effective then the relevant Aberdeen City Council departments with an impact on the promotion of sport and physical activity will be expected to contribute to its objectives.

We want to ensure that there are early opportunities for young people to become involved in sport and physical activity, and however somebody becomes involved then they can continue their involvement throughout their life, and that they can also swap between physical activities as their life circumstances change. For this to happen we need to enable access to a good range of high quality options, with a high quality workforce and the availability of good information.

This strategy uses the widest possible definitions of sport and physical activity including, active play, walking cycling, using gyms, outdoor and adventure activities, and both recreational and competitive sports.

It is known that participation in physical activity prevents and can help to treat many chronic diseases and this strategy recommends that there are suitable, specialist opportunities for those suffering or affected in this way to continue to participate to assist both their physical and mental health.

With this strategy we will make sport and physical activity more accessible to a wider range of people with the aim of making Aberdeen the most active city in Scotland by 2020.

Year Zero Action Plan

Laying firm foundations

Much has already been achieved by single organisations and some partnership working (Appendices 5 and 6). However much more could be achieved and resources optimised with the creation of the Active Aberdeen Partnership and through its delivery of this strategy.

Collaboration will be crucial for us to achieve the objectives and to sustain the success. For some partners this is a fundamental shift from what they have previously been doing and they will need to agree to make some adjustments. Similarly it is early days for the Partnership and although the individual building blocks are mainly in place, further groundwork is needed.

It is for this reason that we are recommending that the first year of this Strategy, “Year Zero” focuses on building cohesion in the Partnership, agreeing direction, putting in place mechanisms to allow collection of data and greater sharing. In this preparatory period work can take place building foundations and finding collective solutions to the current fragmentation by developing the Year 1 Action Plan.

Key to the effectiveness of this strategy is the workforce, and by that we mean both those volunteers who give up huge amounts of their time to develop and grow their sports and activities, and also those people who are in paid positions. They all should understand the important role they have in the delivery of the strategy therefore communication with the workforce is essential to engage them and to support them in their role, whatever that might be. Only by understanding the overall vision and their role will they become committed to the delivery.

The profile of sport and physical activity in the City has been raised over recent years, we continue will make more of our successes; performers, coaches, officials and volunteers, to demonstrate the improvements we are making.

YEAR ZERO ACTION PLAN			
Objective	Tasks	Targets	Timescale
Governance	Agree structures, terms of reference, membership of working groups, reporting mechanisms and linkages to Community Planning	Membership and Terms of Reference agreed Theme Implementation Groups established	2016
Plan	Agree priority sports, target groups and assess needs in priority geographical areas and audit the Sports Club provision in Aberdeen	Priority sports agreed Target Groups identified Sports clubs audited	2016
	Identify future network of fit for purpose facilities Partners to programme collectively and optimise use of all facilities and simplify bookings	Leisure Facilities Strategy completed Comprehensive programme launched	2016
	Agree targets, baseline information, data collection and monitoring and evaluation of the Strategy's objectives Re-engineer the Access2Leisure, Bookings and Lettings and the Grants Programme. Finalise the Active Aberdeen App	Baseline and targets agreed New version of Access2Leisure launched Bookings and Lettings Policy updated Grants Programme publicised Active Aberdeen App launched	2016
	Prepare and consult on the Year 1 Action Plan Amend as appropriate based on changes to Community Planning and Single Outcome Agreement	Year 1 Action Plan published Amend, if appropriate	2017
Workforce Development	Audit the needs of the sport and physical activity workforce and complete a plan (volunteers and paid staff) that meets the needs of the Strategy	Workforce Development Plan completed	2017
Marketing and Communications	Communicate the importance of the Active Aberdeen Strategy to the entire workforce	Quarterly newsletters to the Active Aberdeen Workforce	2016
	Plan the marketing campaign to "Activate the City", launch Partnership, Strategy, Action Plans and the Active Aberdeen App	Combined or separate launches	2016-17
	Raise the profile of sport & physical activity, celebrate successes achieved (events, programmes and talented athletes)	Quarterly press releases demonstrating the successes of the Strategy	2016 -17

Appendix 1

National and Local Policy Context

Let's Make Scotland More Active (2003)

Since the 2003 report **Lets Make Scotland More Active** , The Scottish Government and its agencies have been anxious about the health of the nation, its propensity to following a poor diet, not being physically active and real worries about the number of serious illnesses and conditions that can be prevented by taking more physical activity.

Scottish National Performance Framework – National Outcomes (2007) and updated (2011)

In 2007 the Scottish Government set out its national outcomes which were refreshed in 2011 as follows:

- Wealthier and fairer
- Smarter
- Healthier
- Safer and stronger
- Greener

One of the new national indicators added to the NPF in 2011 was:

Increase physical activity	<p>Increasing the proportion of the population meeting physical activity levels is a key legacy aspiration for the Commonwealth Games. There is also a strong health benefit as increases equate to addressing the impact on sedentary lifestyles which can lead to reductions in health issues such as type 2 diabetes, heart disease and blood pressure.</p> <p>There is also emerging evidence that physical activity delivers better outcomes for mild depression than prescribed medication.</p>
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Reaching Higher: Building on the Success of Sport 21 (2007)

The Scottish Government's strategy for sport is Reaching Higher whose vision for sport in Scotland is as follows:

- A country where sport is more widely available to all
- A country where sporting talent is recognised and nurtured
- A country achieving and sustaining world class performances in sport

Toronto Charter for Physical Activity: A Global Call for Action. (2010)

It states, “Physical inactivity is the fourth leading cause of deaths due to non communicable disease worldwide – heart disease, stroke, diabetes and cancers – and each year contributes to over 3 million preventable deaths. Physical inactivity is related (directly and indirectly) to the other leading risk factors for NCDs such as high blood pressure, high cholesterol and high glucose levels, and, to the recent striking increases in childhood and adult obesity, not only in developed countries but also in many developing countries.”

“There is strong evidence to guide the implementation of effective approaches to increase physical activity. Reversing downward trends in physical activity will require countries to commit to a combination of strategies aimed at the individual, social-cultural, environmental and policy determinants of inactivity”

“There is no single solution to increasing physical activity, an effective comprehensive approach will require multiple concurrent strategies to be implemented. To support countries ready to respond, there are seven ‘best investments’ for physical activity, which are supported by good evidence of effectiveness and that will have worldwide applicability.”

These 7 investments are:

1. Whole of school programmes
2. Transport policies and systems that prioritise walking, cycling and public transport
3. Urban design regulations and infrastructure that provide for equitable and safe access for recreational physical activity, and recreational and transport-related walking and cycling across the life course
4. Physical activity and NCD (non communicable disease) prevention integrated into primary healthcare systems
5. Public education, including mass media to raise awareness and change social norms on physical activity
6. Community-wide programs involving multiple settings and sectors and that mobilize and integrate community engagement resources
7. Sports systems and programs that promote ‘sport for all’ and encourage participation across the life span.

Preventing Overweight and Obesity – a route map towards healthy weight (2010)

The Scottish Government published this route map and outlined the preventive actions needed to take control of obesity in Scotland;

- Energy consumption – controlling exposure to, demand for and consumption of excessive quantities of high calorific foods and drinks
- Energy expenditure – increasing opportunities for and uptake of walking, cycling and other physical activity in our daily lives and minimising sedentary behaviour
- Early years – establishing life-long habits and skills for positive health behaviour through

early life interventions

- Working lives – increasing responsibility of organisations for the health and wellbeing of their employees

Start Active, Stay Active - a report on physical activity for health from the four home countries' Chief Medical Officers (2011)

In 2011 the Chief Medical Officers across the UK came together to clarify the Physical Activity Guidelines for the following groups. See Appendix for the detailed guidelines for each of the age groups

- Under 5s not yet walking
- Early years (under 5s) for children who are capable of walking
- Children and young people (5 – 18 years)
- Adults (19 – 64 years)
- Older adults (65+ years)

These Chief Officers recommended a “life course” approach and noted that the easiest and most acceptable forms of physical activity are those that can be incorporated into daily life

Commission on the Future Delivery of Public Services (2011)

The Christie Commission recommended that Scotland’s public services needed overhauled to meet budget and other challenges. It recommended radical change in integrating the design and delivery of public services but also that these services moved to a more preventative agenda. It estimated that around 40% of spending could be avoided if a more preventative approach was taken. It was critical of a fragmented approach which this strategy is trying to avoid, and it recommended that communities become more involved in planning for the services that they need.

Getting it Right for Every Child (2012)

This document outlines 8 indicators of a child’s wellbeing, two of which are “healthy” and “active”.

Early Years Collaborative (2012)

EYC is a quality improvement project for children and families involving Community Planning Partnerships and National agencies established to support the transformation of early years.

Through local work they are identifying interventions that they hope will have the potential to make an impact on the aims and they have identified Key Change themes as follows:

- Early support for pregnancy and beyond
- Attachment, child development and learning
- Continuity of care in transitions
- 27 – 30 month child health review
- Parenting skills and family engagement to support learning
- Addressing child poverty
- Health and wellbeing
- Play

Social Care (Self-directed Support) (Scotland) Act 2013

In 2013 The Scottish Parliament passed a new law on social care support, the Social Care (Self-directed Support) (Scotland) Act 2013. This Act gives people a range of options for how their social care will be delivered, beyond just direct payments, allowing people to decide how much control and responsibility they want over their own support arrangements. The Act places a duty on council's to offer people choices as to how they receive their social care support.

A More Active Scotland: Building a Legacy from the Commonwealth Games (10 Year Implementation Plan) (2014)

The vision is that “The people of Scotland will enjoy more active and healthier lives” and the plan contains five delivery themes with targets at the end of 2014, for 2019 and 2024. The delivery areas are as follows:

- Environment
- Workplace settings
- Health and social care
- Education settings
- Sport and Active Recreation

Let's Get Scotland Walking – The National Walking Strategy 2014

Three strategic aims:

- Create culture of walking
- Better walking environments throughout Scotland
- Ensure easy, convenient independent mobility for all

Public Bodies (Joint Working) (Scotland) Act 2014

Health and Social Care Partnerships come into being on 1 April 2016 and are a result of the programme to integrate the NHS health agenda with the Local Authority social care agenda and the third and independent sectors. Their goal is to improve the quality of the care offered through previous health and social services through working with individuals and communities. There are 9 National Health and Wellbeing Outcomes that will be delivered by the local Health and Social Care Partnerships as follows:

1. People are able to look after and improve their own health and wellbeing and live in good health for longer
2. People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home on in a homely setting in their community
3. People who use health and social care services have positive experiences of those services, and have their dignity respected
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services
5. Health and social care services contribute to reducing health inequalities
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being
7. People using health and social care services are safe from harm
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide
9. Resources are used effectively and efficiently in the provision of health and social care services

This is one of Scotland major programmes to reform health and social care, to integrate the services provided and to ensure that those people who need these services get the right care and support whatever their needs.

Community Empowerment (Scotland) Act (2015)

This Act acknowledges that communities have strength and that they can be empowered by their ownership of land or buildings as a different way to deliver services. It provides the opportunity for community groups, or sport clubs to take over the ownership and management of public sector buildings and land.

Directorate of Chief Medical Officer (October 2015)

Health Promoting Health Service: Action in Secondary Care Setting (known as a Chief Executive Letter)

In October 2015 the Chief Medical Officer, Dr Catherine Calderwood sent a letter to NHS Chief Executives and others emphasising NHS Scotland's "key responsibility for promoting health and wellbeing within the population it services". It goes on to state that, "The vision for a Health Promoting Health Service (HPHS) is a cultural transformation that ensures that every healthcare contact is a health improvement opportunity. Prevention lies at the heart of the HPHS policy. It is about promoting healthier behaviours and discouraging detrimental ones by ensuring that healthier choices are the easier ones and that appropriate support systems are in place to encourage and reinforce these choices".

Annual reporting measures include in Section H, Physical Activity and Active Travel and it is anticipated that action to support and encourage physical activity and active travel will impact across the three HPHS themes of; person centred care, staff health and the hospital environment.

Raising the Bar 2015 – 2019 – sportscotland's Corporate Plan

This has two outcomes that partners are expected to contribute to:

- Everyone will have the opportunity to get involved and participate in sport and stay involved throughout their life.
- Everyone will have the opportunity to develop, progress and achieve success at their chosen level of sport.

Other relevant National Strategies:

- Good Places, Better Health: A New approach to the Environment and health in Scotland (2008)
- Cycling Action Plan for Scotland (2010)
- Scotland's National Dementia Strategy (2013 – 16)

Aberdeen Population and Health and Wellbeing

In June 2014 Aberdeen had an estimated population of 228,990 which is the 8th highest Council total in Scotland and this accounts for 4.3% of Scotland's total population.

Between 2012 and 2037 the population is expected to rise to almost 300,000.

The working age population is projected to increase by 19% and the 65+ population is projected to increase by 55%

According to the 2011 census around 16% of people in Aberdeen have long term illness, health problems or disability that limits their daily activities or the work they can do.

Aberdeen Single Outcome Agreement 2013

Below are the thematic Priorities and Outcomes from Aberdeen's Single Outcome Agreement that impact on this strategy. Two of the key principles are to target those most in need and to reduce isolation of minority communities. The SOA is currently being refreshed and the new version was not available during the development of this Strategy.

Priority	Outcomes
Learning and Workforce	<ul style="list-style-type: none">• Reduced levels of unemployment• Universal literacy• Employees in Aberdeen receive a "living wage"• Effective lifelong learning through vocational and academic education training from secondary school
Health and Wellbeing	<ul style="list-style-type: none">• People in Aberdeen who consume alcohol drink responsibly and within sensible weekly drinking guidelines• Reduced inequalities in healthy life expectancy and improved physical and mental health through increased physical activity• Improved mental and physical health and social inclusion of long term unemployed by equal access to employability opportunities
Older People	<ul style="list-style-type: none">• Older people in Aberdeen have increased independence• More older people in Aberdeen are benefiting from "Active aging"• Carers are effectively supported
Children & Young People	<ul style="list-style-type: none">• Every child and young person in Aberdeen enjoys being young and at the same time feels safe, nurtured, healthy, active, included, respected and responsible

Community Planning Aberdeen Health and Wellbeing Thematic Group

Community Planning Aberdeen has as a part of its delivery mechanism a Thematic Implementation Group (TIG) for Health and Wellbeing whose work plan (April 2015 – March 2016) has as one of its outcomes:

- Reduced inequalities in healthy life expectancy and improved physical and mental health through increased physical activity

All of the policies are pointing to the preventative agenda, working with those most in need, people becoming, and being encouraged to become, more physically active thereby avoiding many of the diseases and conditions brought on by or exacerbated by physical inactivity.

The Aberdeen City Health and Social Care Partnership

The Aberdeen City Health and Social Care Partnership's vision is, "A caring partnership working together with our city communities to enable people to achieve fulfilling and healthier lives and wellbeing".

Fit for the Future A Sport and Physical Activity Strategy for Aberdeen City 2009 – 2015

The previous strategy for sport and physical activity for the city was published in 2009. It outlined 5 objectives.

1. Promote and increase opportunities for participation in sport and physical activity for everyone in Aberdeen
2. Provide a comprehensive and high quality range of sports facilities in Aberdeen
3. Maximise the social, educational, health and economic benefits of sport and physical activity in Aberdeen
4. Develop and sustain pathways which nurture local, regional and national sporting people to reach their potential
5. Raise the profile of sport in Aberdeen

Unfortunately an Action Plan for this Strategy was not agreed and due to changes to organisational structures and personnel and it was inevitable that new organisations needed to focus on their own individual contributions making it difficult for partners to collaborate. Despite this, individual organisations did pursue the Fit for the Future objectives and much was achieved; new facilities built, new opportunities created, Aberdeen athletes reached the highest levels and the profile of sport in Aberdeen was raised.

Please see the Appendices 5 and 6 for a summary of some of the partners' individual achievements and successes during this period. However it is stressed that these in most cases these successes can be attributed to single organisations, not as a result of the Fit for the Future strategy, with minimal partnership working or sharing and opportunities were not maximised.

Other relevant local strategies

In addition to the above the following strategies impact on a Sport and physical activity Strategy therefore links needs to be made so that there is consistency of approach across different departments and organisations, links made and overall priorities are agreed.

- Aberdeen Active Travel Action Plan
- Aberdeen Core Path Networks
- Aberdeen Local Transport Strategy
- Aberdeen Open Spaces Strategy
- Aberdeen City Centre Master Plan
- Aberdeen Play Spaces Review
- Aberdeen Outdoor Learning Strategy

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APPENDIX 2

The Benefits of participation in sport and physical activity

The Scottish Sports Alliance – A Manifesto for Scottish Sport 2015

<p>Social Care</p> <ul style="list-style-type: none">• 30% reduced falls• 36 – 68% reduced hip fracture risk• 38% reduced cognitive decline risk• 30 – 5-% reduced onset of functional limitations• Delayed dementia• Decreased loneliness• Enhanced mental wellbeing <p>Economic productivity</p> <ul style="list-style-type: none">• 27% fewer sick days• 4 – 5% improved work performance• 8-15% reduced staff turnover <p>Active citizenship</p> <ul style="list-style-type: none">• Social and civic participation• Social and community cohesion• Inter-generational and intercultural integration• Community empowerment• Community spirit• Social commitment	<p>“Best buy” in public health</p> <ul style="list-style-type: none">• Save 2,447 lives per year• Reduced incidence of:<ul style="list-style-type: none">○ Premature deaths by 16.9%○ Heart disease by 105%○ Type 2 diabetes by 13%○ Breast cancer by 17.9%○ Colon cancer by 18.7%○ Strokes by 12% <p>Crime Prevention</p> <ul style="list-style-type: none">• A focus on positive behavioural change• A positive diversionary activity• A vehicle to support<ul style="list-style-type: none">○ Reduced re-offending○ Reduced anti-social behaviour <p>Learning</p> <ul style="list-style-type: none">• 15% likelihood of going to college/university• 40% higher test scores
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Countless organisations, including the NHS, have acknowledged the individual and societal benefits of more of the population being more active through participating in physical activity or in sport. There are advantages to both physical and mental health. Being physically active can help prevent and treat; obesity, type 2 diabetes, various cancers, strokes, heart disease, depression and anxiety.

The estimated cost to the NHS of physical inactivity is detailed below but there are other costs to the local authority, social work and other services, to employers and to the economy of Aberdeen. The Christie Commission suggested a more preventative and anticipatory approach which is reflected in this strategy. By encouraging people to become more physically active and offering more early opportunities then much of this spend can be avoided.

“Costing the burden of ill health related to physical inactivity for Scotland” August 2012

“Physical inactivity cost the NHS in Scotland £94.1M (£91.8M to £96.4M) in 2010-11”

Dr Charlie Foster and Dr Steven Allender, BHF Health Promotion Research Group, University of Oxford on behalf of the British Health Foundation Health Promotion Research Group for the Scottish Physical Activity Research Collaboration (SPARColl)

In addition to the many health benefits there is increasing evidence of participation in sport and physical activity making a contribution to the other social objectives of equality, regeneration and education.

Appendix 3

Why do we need a strategy?

- Physical inactivity results in around 7 premature deaths in Scotland per day
- 21% of the Scottish population is inactive
- Physical inactivity costs the NHS around £94 million annually
- Being physically active can help prevent and treat more than 20 chronic diseases
- In 2012 27.1% adults in Scotland were obese and 64.3% were overweight (including obese)
- In 2012 the figure for overweight (including obesity) in boys was 33.6% and for girls 27.4%
- Children of parents who are of a healthy weight or underweight are less likely to be at risk of overweight or obese than children of obese parents
- Children in the 15% most deprived areas of Scotland are significantly more likely to be at risk of obesity than those living elsewhere (18.7% compared to 14.5%).
- Scotland has one of the highest levels of obesity in OECD7 countries; only the USA and Mexico having higher levels
- 17% of children in Scotland are at risk of obesity

The statistics above are worrying and we need to take action to improve the life chances of people through offering more accessible opportunities for them to participate in sport and physical activity.

Research has informed many national and local policies which in turn suggest the need for a more strategic approach to the development of a more active and sporting population. These policies are contained in the Appendix.

In Aberdeen there are many separate providers, fragmentation has existed and we believe that by planning together we can maximise our resources better, offer a broader range of services and target those who need it most to reduce health inequalities. The Active Aberdeen Partnership has been established to make this happen. All partners will work together to maximise resources and work together towards the agreed outcomes and objectives. The Strategy's Annual Action Plans will ensure that there is a planned approach to minimising gaps and overlaps in provision.

Appendix 4

Start Active, Stay Active - a report on physical activity for health from the four home countries' Chief Medical Officers (2011)

Physical Activity Guidelines

Under 5s not yet walking	<ol style="list-style-type: none"> 1. Physical activity should be encouraged from birth, particularly through floor-based play and water-based activities in safe environments 2. All under 5s should minimise the amount of time spent being sedentary (being restrained or sitting) for extended periods (except time spent sleeping)
Early years (Under 5s) for children who are capable of walking	<ol style="list-style-type: none"> 1. Children of pre-school age who are capable of walking unaided should be physically active daily for at least 180 minutes (3 hours), spread throughout the day.* 2. All under 5s should minimise the amount of time spent being sedentary (being restrained or sitting) for extended periods (except time spent sleeping). <p>* Most UK pre-school children currently spend 120–150 minutes a day in physical activity, so achieving this guideline would mean adding another 30–60 minutes per day.</p>
Children and young people (5 -18 years)	<ol style="list-style-type: none"> 1. All children and young people should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours every day. 2. Vigorous intensity activities, including those that strengthen muscle and bone, should be incorporated at least three days a week. 3. All children and young people should minimise the amount of time spent being sedentary (sitting) for extended periods.
Adults (19-64 years)	<ol style="list-style-type: none"> 1. Adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week. 2. Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or combinations of moderate and vigorous intensity activity. 3. Adults should also undertake physical activity to improve muscle strength on at least two days a week. 4. All adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

Older adults (65+ years)	<ol style="list-style-type: none">1. Older adults who participate in any amount of physical activity gain some health benefits, including maintenance of good physical and cognitive function. Some physical activity is better than none, and more physical activity provides greater health benefits.2. Older adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.3. For those who are already regularly active at moderate intensity, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous activity.4. Older adults should also undertake physical activity to improve muscle strength on at least two days a week.5. Older adults at risk of falls should incorporate physical activity to improve balance and co-ordination on at least two days a week.6. All older adults should minimise the amount of time spent being sedentary (sitting) for extended periods.
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Appendix 5

Illustration of the Current Reach of Facilities, Programmes, Sports Clubs and Events

The following tables attempt to illustrate participation in sport and physical activity across Aberdeen.

Venues and programmes	Membership	Visits	Volunteer information
Aberdeen Football Club Community Trust Became a standalone charity in March 2014	Not applicable	2015 – 16 (only half of the season) 71,000 participations involving 9,522 participants Equality projects	146.5 hours to date this season
Aberdeen Snowsports Centre Set up 2005	Not applicable	2014 - 15 70,966 visits A 16% increase on the previous year (Football – 34,915 Snowsports – 36,045)	
Aberdeen Sports Village Village opened in August 2009 Aquatics Centre opened in May 2014	2010 - 2016 Membership doubled 5,046 to 10,272	2014 – 15 997,701 10,979 of whom were children (with an additional 1031 children attending sports camps) Seniors programme 2014 – 15 18,650	
Active Schools programme	Not applicable	2014 -15 180,497 Participant sessions Male – 93,302 Female – 87,195 60 sports clubs linked to at least one school 30 % increase in sessions for participants with Additional Support Needs	447 volunteers (158 qualified) 22 young ambassadors 67 qualified secondary pupils

Adventure Aberdeen, Education and Children's Services, ACC	Not applicable	2014-15 639 four hour sessions An increase of 47% from the previous year. Usage was 15% Secondary schools 24% Primary schools 18% ASN 4% 50+	
Curl Aberdeen Opened 2005	2009 to 2015 700 relatively static Takes membership from across the North east of Scotland	45 teams from 30 Clubs participate in its Super League	
Denis Law Legacy Trust (Streetsport) Established in 2006	Not applicable Free mobile community based activities	2009 – 2,758 participations 2015 – 8,138 participations	Bank of over 50 volunteers
NHS Grampian	Not applicable	A variety of programmes focusing on regeneration areas	
PE in Schools	Not applicable	Secondary schools achieving the target of 2 periods of PE per week = 100% Primary schools achieving the target of 2 hours of PE per week = 96% (those not achieving it are constrained by the facilities available)	
RGU Sport	2009 - 3780 2015 - 3290	2009 - 225,000 2015 – 235,000 120 children on the Top Up Swimming programme for P7 pupils in 3 Aberdeen schools Sports scholarship programme for 18 students	2015 Volunteer for sport programme 46 students involved

Sport Aberdeen	Membership January 2009 – 950 January 2016 – 3,556	2014 - 2015 1.2 million visits 89,653 rounds of golf 52,448 using outdoor pitches 4,911 swimmers in the learn to swim programme Walk Aberdeen Participations increased from 359 to 1379 (2013 – 15) Move More Aberdeen 151 referrals (Dec 14 - March 15) 71% from NHS 29% self referral Active Aging Participations increased from 382 to 2569 (2013 – 2015)	Between 2013 – 15 161 walk leaders trained over 15 sessions 23 active volunteers 22 walk leaders trained 13 Gentle Movement trained
Transition Extreme opened 2007		100,000 visits per annum (25,000 skatepark sessions and 30,000 climbing sessions per year) Outreach activities	
University of Aberdeen Sport and Exercise Team	Student Sports Union membership has stayed static over 5 years	Students use ASV 2,000 Primary school pupils (from 5 local primary schools) attended the Saltire Schools Programme 14 Students on sport scholarships	

NOTE:

- This is for illustrative purposes using information collected by each operator and these cannot be aggregated because of the different data collected, different financial years, the seasonality of some sports etc

- There will be duplication ie one person either being a member of more than one organisation or visiting more than one organisation
- Membership means different things across each of the organisations and being a member does not mean that a person uses the facility on a regular basis
- Some of the members and visitors may not be residents of Aberdeen City

Voluntary Sports Clubs in Aberdeen

By their very nature it is difficult to maintain information on voluntary sports clubs because of the regular changes made to the voluntary office bearers, few clubs have their own premises so it is judged on where the secretary lives. With the geographical boundaries between the city and Aberdeenshire it is inevitable that “city” clubs cater for Aberdeenshire residents and this can add a level of complexity to deduce the club’s home base.

It is unfortunate there is no register kept up to date. However in 2013 Aberdeen Sports Council compiled a list that included 92 clubs offering at least 32 different sports and activities. Estimated number of clubs in Aberdeen (note: due to methods of counting there may be an element of duplication but it is also considered that not all clubs have been captured). There are also a range of informal groups on the ground organising walks, cycle rides and other activities which are not captured below.

Estimated number of voluntary sports clubs (potential for individuals to be members of more than one club)

	Estimated number of clubs
Voluntary sport clubs	92
Aberdeen University Clubs	50+
RGU:Sport Clubs	32

The reach of a selection of major sports events in Aberdeen

Aberdeen Youth Games For Primary School pupils	1100 participants from 38 schools	
Golden Games For over 65s	2011 – 80 participants 2015 – 425 participants	
Baker Hughes Aberdeen 10K	10k - 5,440 entries 2k – 140 entries	200 volunteers

Appendix 6

A selection of successes against the objectives of Fit for the Future 2009 – 2015

Objective 1 – Promote and increase opportunities for participation in sport and physical activity for everyone in Aberdeen	
Increase overall participation year on year to reach an increase of 10% by 2015	<ul style="list-style-type: none"> • All venue operators and programmes are working to their own strategies to increase participation in sport. Some have evidence of increased participation • Hard to reach groups in geographical areas, those who are inactive and people with disabilities and long term medical conditions have opportunities to participate in sport and physical activity across all of the venues and in a wide variety of programmes • 31% of the groups that Adventure Aberdeen works with are those with additional support needs Participants with a disability have opportunities to participate in a range of sports and adapted versions like walking football • Adventure Aberdeen has increased it work with children with additional support needs from the regeneration areas in the city to help either re-engage or to stay engaged with mainstream educational provision • The Adventure Aberdeen 50+ sessions has realigned its offer to provide more low risk adventure activities and fewer adventurous activities • Sessions offered for people with mental health problems and dementia • Health Walks introduced with increased participation shown. • Schools in regeneration areas are targeted through the Curling’s Cool programme. • Children are in receipt of better quality Physical Education through the PE Lead Officer investment • The 50+ age group have a wide range of activities in which they can participate across the city in various venues • Voluntary sports clubs are being supported to plan for the development of their sport through the National Governing Body Regional Managers • Individuals with long term medical conditions and others who are inactive have different levels of walking groups • 25 clubs are now accredited to the ClubCap scheme
Identify and remove barriers to participation in “hard to reach” groups and increase participation in these groups by 25% by 2015	
All children to have access to quality physical education and physical activity opportunities in a range of settings	
To increase participation in the over 50s age group by 20% by 2015	
Work in partnership to drive up the overall market in Aberdeen	
Ensure participation levels are increased and sustained through planned sports development	
Increase the number of sports clubs accredited to a recognized quality system	
Objective 2 Provide a comprehensive and high quality range of sports facilities in Aberdeen	
Cater for all suitable sportscotland defined sports at a local participant level in Aberdeen by 2015	<ul style="list-style-type: none"> • Aberdeen Sports Village opened in 2009 with the Aquatics Centre opening in 2014 • Curl Aberdeen is a world class dedicated curling facility and leading training facility for elite curlers • Adventure Aberdeen moved into a purpose built conversion in 2010 providing a high quality facility • Transition Extreme which originally opened in 2007, recently refurbished its skatepark
Improve the overall quality of sports facilities including reducing the number of poor quality facilities which are not fit for purpose	
Ensure that Aberdeen’s target sports can be catered for at a regional	

training/ competition level by 2015	<ul style="list-style-type: none"> • Tullos Pool refurbished • Improvements made to golf courses and football pitches and pavilions • Gymnastics facilities at the Gordon Centre installed • Walking and cycling routes surfaces and signage improved • Boccia courts installed in the new games hall at Aberdeen Grammar School • 45 first aid and child protection courses delivered between April 13 and December 15 with 539 people attending • The City inclusion programme delivered 28 training courses and CPD opportunities to 384 participants from 2011 - 2015
Objective 3 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	<ul style="list-style-type: none"> • Denis Law Legacy Trust (Streetsport) is offering pop-up sessions across different venues with the benefits of providing some diversionary activities for young people • AFC Community Trust became a standalone charity in 2014 offering a wide range of activities to participants of all ages and abilities including walking football • Transition Extreme operates to assist children and young people make positive life transitions by providing a wide range of innovative sports, diversionary, employability and educational activities • Several organisations are offering a good coach education structure in partnership with the national governing body and other courses for example in Child Protection, First Aid etc to volunteers assisting with the development of the workforce • Walking groups providing social contact for elderly people helping to improve their health • Several partners offered Apprenticeship programmes to give local young people an entry into working in sport • Several major events held attracting players and spectators to the city, including events for people with disabilities
Work with partners to meet shared objectives	
Objective 4 Develop and sustain pathways which nurture local, regional and national sporting people to reach their potential	
Work in partnership to ensure that appropriate pathways are available	<ul style="list-style-type: none"> • Governing Body Regional Development Managers in Aberdeen have highlighted clubs that they will support to provide player pathways and Aberdeen athletes from different age groups are having successes in local and national competitions • The Grampian Institute of Sports currently (March 2016) supports 8 athletes from Aberdeen City in the following sports <ul style="list-style-type: none"> ○ Curling ○ Modern pentathlon ○ Rowing (3) ○ Shooting
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	

	<ul style="list-style-type: none"> ○ Snowsports ○ Swimming ● 2 Paralympic athletes in GB squads
Objective 5 Raise the profile of sport in Aberdeen	
Attract 5 International sporting events per year to Aberdeen	Aberdeen Snowsports Centre
Increase the number of national sporting events attracted to Aberdeen year on year	<ul style="list-style-type: none"> ● Scottish Artificial Slopestyle Championships (2013 and 2014) ● Go Big or Go Home (August 2015) ● Guinness World Record attempt (Sept 2014)
Develop strategic partnerships to support sporting provision	
Increase the number of different sports represented in national events in Aberdeen year on year.	ASV <ul style="list-style-type: none"> ● Cameroon Olympic Team Training Camp July 2012 with RGU Sport ● Netball Scotland Thistles v Sri Lanka (May 2011) ● Netball Scottish Thistles v Wales test series (Dec 11) ● Netball Europe Open Championships (May 2013) ● Netball European U21 Championships (Oct 2015) ● Commonwealth Water Polo Championships (April 2014) ● Cameroon and Scotland Aquatics teams Commonwealth Games Training Camps (July 2014) with RGU ● Scottish National Athletics Championships (Aug 2015) Curl Aberdeen <ul style="list-style-type: none"> ● European Curling Championships 2009 ● Scottish Junior Curling Championships 2009 – 16 ● World Rotary Curling Championship 2014 ● Regular Special Olympics Training Camps ● Scottish Wheelchair Curling Championships 2011 RGU: Sport Cameroon and Scotland Training Camps (as before)
	Westburn Outdoor Centre The Scottish Disability Sport National Lawn Bowls Championships held every year from 2009 to 2015
	Scottish Open Golf Held at Royal Aberdeen Golf Club in 2014

Aberdeen FC

- Rugby Scotland v Samoa Nov 2010
- Rugby Scotland v Tonga Nov 2012

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Appendix 7

List of Consultees

Filippo	Antoniuzzi	Director of Sport	RGU: Sport
Katie	Barnett	Secretary	Aberdeen Sports Council
Ali	Bell	Assistant Institute Manager Grampian Institute of Sport	sportscotland
Jo	Bell	Partnership Manager	sportscotland
Tom	Brewster	Manager	Curl Aberdeen
Emma	Broadhurst	Local Authority Legacy Manager	Scottish Government Active Scotland Team
Mag	Campbell	Health Improvement Officer Neighbourhoods South Locality	NHS Grampian
Alan	Clark	Regional Development Manager Highlands & Islands and Grampian	sportscotland
Caroline	Comerford	Health Improvement Coordinator	Public Health Directorate NHS Grampian
Graeme	Dale	Active Schools Manager	Sport Aberdeen
Liliane	de Ruiter	Public Health Coordinator North Cluster	NHS Grampian
Joyce	Duncan	Chief Executive	ACVO
Jill	Franks	Business Development Director	Sport Aberdeen
Santosh	Gaihre	Health Improvement Officer Neighbourhoods North	NHS Grampian
Gary	Giles	Physical Education Lead Officer	Aberdeen City Council
Jan	Griffiths	Sports Development Manager	Aberdeen Sports Village
Alison	Hope	Planning Trainee Local Development Plan Team	Aberdeen City Council
Sandra	Howard	Equalities Manager	Aberdeen City Council
Dave	Jacobs	General Manager	Aberdeen Snowsports Centre
Lyndsay	Johnstone	Development Officer Community Planning	Aberdeen City Council
Jonathan	Kitching	Team Leader Adventure Aberdeen	Aberdeen City Council
Sinclair	Laing	Team Leader Environmental Policy	Aberdeen City Council
Hannah	Leslie	Sport and Physical Activity Development Officer	RGU:Sport

Jenny	McCann	Senior Development Manager (Active Lifestyles)	Sport Aberdeen
Elaine	McConnachie	Health Improvement Officer Schools	NHS Grampian/Aberdeen City Council
Dave	McHenry	Managing Director	KKP
Ludwik	Metelski	Service Improvement Manager	Sport Aberdeen
Mhairi	Miller	Business Strategy and Finance Manager	Aberdeen Snowsports Centre
Faiza	Nacef	Development Officer Equalities Team	Aberdeen City Council
Louise	Napier	Senior Planner Transport and Strategy	Aberdeen City Council
Shamini	Omnes	Public Health Coordinator South Cluster	NHS Grampian
Grahame	Paterson	Chief Executive	Transition Extreme Sports Limited
Donald	Pirie	Sport and Exercise Team	University of Aberdeen
Ally	Prockter	Chief Executive	Aberdeen FC Community Trust
Bernie	Reid	Club, Coach & Volunteer Development Officer	Sport Aberdeen
Alistair	Robertson	Managing Director	Sport Aberdeen
Sarah	Singer	Marketing and Communications Manager	Sport Aberdeen
Linda	Smith	Public Health Lead	Aberdeen City Health and Social Care Partnership
Jonathan	Smith	Vice Chair	Aberdeen Civic Forum
Nigel	Spencer	Golf Services Manager	Sport Aberdeen
Simon	Starr	Interim Sport & Physical Activity Development Director	Sport Aberdeen
Pauline	Stirling	Chair	Grampian Disability Sport
Steven	Sweeney	Senior Scottish FA Community Coach	Aberdeen FC Community Trust
Lesley	Thomson	Cultural Policy and Partnership Manager	Aberdeen City Council
Kevin	Wallace	Inspector	Police Scotland
Bill	Watson	Architect	Aberdeen City Council
Mark	Williams	Street Sport Development Officer	Denis Law Legacy Trust
Helen	Wilson	Development Officer	Paths for All
Gail	Woodcock	Integrated Localities Programme Manager	Aberdeen City Health and Social Care Partnership
Regional Development Managers with a responsibility for Aberdeen City			National Governing Bodies of Sport