



# 2018/19 – 2020/21 Business Plan



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## **CHAIRMAN'S FOREWORD**

This updated version of 'Shaping the Future' builds on the company's notable achievements in 2017/18, particularly in terms of reaping the rewards of £2m capital investment made into refurbishment of venues, and with a growing recognition nationally of the success of the company's programmes and activities with an ever-increasing number of awards and accreditations being received. To be recognised as the best in the UK and in Scotland is a tremendous achievement; one of which we are all incredibly proud.

This business plan recognises the transfer of staff and services of Adventure Aberdeen into our portfolio, which significantly enlarges the breadth of our offer. It also recognises the very real financial challenges facing the city council in terms of its ongoing reduction in government funding. Sport Aberdeen welcomes the recent decision of the council in confirming its support for Sport Aberdeen.

Notwithstanding this, 'Shaping the Future', continues to set the positive aspirations of Sport Aberdeen over the next three years continuing the broadening of the remit of the company and the modernisation of our business. This is summarised neatly in our guiding strategic vision of 'Inspiring people, creating opportunities and changing lives through sport and physical activity'.

Our business continues to grow, particularly through partnership working, where external funding and pooling of resources enables the company to expand its reach, particularly for those individuals and communities who face the greatest barriers to participation in sport and physical activity.

Working with and on behalf of Aberdeen City Council and other partners in the city, I am confident that 2018/19 will continue to embed the new culture and approach to sport in the city and will be another exciting year for sport and physical activity in Aberdeen.

Shaping the Future sets out our priorities, and the impact we intend to make, across the city of Aberdeen during the next three years. On behalf of the Board of Directors, I commend this plan to you and look forward to further successes for sport and physical activity in Aberdeen. I would also hope for Sport Aberdeen to continue to be recognised for the positive role that it plays in delivering sport and physical activity throughout the city.

None of this will be possible without the continued Team Sport Aberdeen effort and I know I speak for the full Board when I say how grateful I am to our workforce for helping to shape the future of sport and physical activity in Aberdeen.

Colin G. Taylor  
**Chairman of the Board**





## **1. INTRODUCTION**

- 1.1 This business plan, *Shaping the Future*, covers the period 2018/19 – 2020/21, and sets out Sport Aberdeen’s aspiration for the future growth and direction of the company, building on the achievements of the company, recognising how far it has come since it commenced trading in July 2010 and the increasing pace of change over the last two years.
- 1.2 The company continues to enjoy a positive relationship with its main funding partner, Aberdeen City Council (ACC). Significant projects passed to Sport Aberdeen as a consequence of the transfer of additional strategic sports functions, responsibilities and staff to Sport Aberdeen in 2015, including the formation and development of the Active Aberdeen Partnership (AAP) and the publication of the Aberdeen Sports Facilities Strategy and the Strategy for an Active Aberdeen (both under the auspices of the AAP), have provided clarity on the strategic direction for sport and physical activity in the city and the role expected of Sport Aberdeen.
- 1.3 Of particular significance is the recognition of the importance of sport and physical activity to the health and wellbeing of the city’s communities and the role that Sport Aberdeen can play in supporting the delivery of Community Planning Aberdeen’s Local Outcome Improvement Plan 2016 – 2026 (LOIP).
- 1.4 Internally the development of a sales and retention culture and a changed approach to service delivery continues at a significant pace, with the company focussed on achieving 10,000 Get active members. This has been enhanced by new appointments to the Senior Leadership Team (SLT) and Extended Leadership Team (ELT) bringing new skills and experience to the company. The ongoing support of Aberdeen City Council in providing a bank guarantee of £5m to enable the company to continue with its investment proposals is fundamental and enables the company to continue to modernise the facilities it operates on behalf of Aberdeen City Council, its products and its way of doing business with its customers, reflective of the 21<sup>st</sup> century.
- 1.5 As in previous years the business plan is a rolling three-year business plan which is reviewed, updated and presented for agreement by Aberdeen City Council on an annual basis, reflecting the agreed annual funding arrangement. This final version of the business plan has been amended following confirmation of the company’s core grant funding for 2018/19, including agreed funding for the operation of Adventure Aberdeen, with a (likely invalid) assumption of a standstill budget for subsequent years.
- 1.6 The business plan provides clarity to the Board of Directors and all staff on the priorities for the company and also serves a purpose of informing other partners and stakeholders on how Sport Aberdeen may support other partners and stakeholders in achieving their own objectives. The business plan will also underpin applications for external funding and further diversification of its business base.

## 2. PREPARATION FOR ‘SHAPING THE FUTURE’

2.1 **Process:** In updating Shaping the Future for 2017/18 and with an awareness of the likely scale of the reduction in Sport Aberdeen’s core grant, the company’s SLT and ELT comprising the Senior Leadership Team and senior managers across all company areas were involved in reviewing company activities, identifying areas for improvement, service efficiencies and potential impacts on the business plan, with the process commencing in August 2016.

2.2 **Key Outcomes Achieved:** Reflecting on the recent past the following outcomes were identified as being fully or substantially achieved, with supportive evidence available:

OUTCOME	EVIDENCE
<b>Increased Participation</b>	Get active memberships; KPIs; Active Schools monitoring reports; Coached programmes, including hard to reach markets for Aquatics; 50-week programmes; tennis development programmes; looked after children programme; wider Active Lifestyles programmes; Adventure Aberdeen programmes;
<b>Reached a Wider Audience</b>	MoveMore programme; GP referral; pre-season football teams; Active Ageing; HW team; ASN sessions; LiveWell; growth of events programme; wider programmes; referral pathways; dementia friendly programmes; Adventure Aberdeen programmes;
<b>Engaged with More Partners</b>	AAP, Macmillan, NHS Grampian, corporate sponsors, swimming clubs, NGBs, RGU, ASV, <b>sportscotland</b> ; positive communication with SA.
<b>Raised Profile of Sport Aberdeen</b>	Winner of UK, Scottish and other awards and accreditations for activities across the company; Branding; website stats; social media stats; uniform; bi-annual survey results; improved response to recruitment ads; more positive media coverage;
<b>Improved Quality of Service Delivery</b>	Significant investment into facilities and equipment through a planned investment programme, spearheaded by Get active @ Jesmond; MV programme; Quest recognition with all centres achieving Quest accreditation / re-accreditation; Audit programme; Quality and Performance Framework; Branding, noticeboards, signage, website, fewer service failures; Customer engagement processes; SwimMark accreditation; Launch of Scottish Swimming’s new Aquatics Framework; Sales and retention processes; Learn to Skate programme (Skate UK) brought in-house;
<b>Become More Efficient</b>	Online bookings launched, including golf, group exercise classes, Get active memberships and other sports bookings; Improved facility maintenance; Reduction in sickness absence costs; Increased opening hours; LMIS research; Targeted marketing campaigns, including #naeexcuses campaign New ICT arrangements; Direct debit payments introduced for coached programmes.
<b>Upskilled Staff</b>	SLT / ELT Management Development Programme; Training logs; qualification records; Training programmes; PDRs; MA programme; 12-week employability programme.

2.3 **Areas for Improvement:** Again, following reflection on the past four years, the following areas for improvement were identified as requiring particular focus during the next three years if Sport Aberdeen is to maximise its potential and operate according to its vision, values and objectives:

PRIORITY AREAS	ACTIONS
<b>Investing and Modernising Service Delivery</b>	Facility booking processes, including school and community facilities; planning and prioritisation; ongoing building and health and fitness refurbishment and equipment investments; sales and retention processes; telephony improvements; use of SharePoint and other IT; DD review; Investment into Cromdale Outdoor Centre; Resources (instructors, equipment, transport) for Adventure Aberdeen to meet demand.
<b>Improving Marketing and Communications</b>	Internal comms; external comms; data collection, evaluation and use; establishing baselines; targeted approach ie inactive; raise the profile of SA brand and sub-brands and sport and physical activity in Aberdeen; customer and community engagement processes; SA distinction from competitors; Website content and customer journeys;
<b>Investing in People</b>	Training and development, liP or similar programme, SMARTER working implementation; recruitment processes; Active Workforce; Additional training for dealing with high tariff young people; Training for Adventure Aberdeen staff for driving / trailers;
<b>Partnerships</b>	Joined-up approach to prevent duplication; progress against new city-wide strategic plans; Community Planning Aberdeen outcomes; NGB partnerships; health and social care partnership working; Active Workforce;

2.5 **Challenges:** A number of internal and external challenges exist impacting on Sport Aberdeen. These include:

- Balancing the conflicting objectives of improving outcomes for the most disadvantaged communities with the need to operate a viable, sustainable business model;
- Delay in securing Sport Aberdeen’s contract revision and the associated impact on accessing key funding for further significant investment projects beyond the term of the current £5m Aberdeen City Council bank guarantee;
- Uncertainty around future core grant funding agreements in light of further austerity cuts;

2.6 A SWOT and PESTEC analysis was also undertaken, the results of which can be found attached as appendix A and B. The findings of these were also considered in setting our objectives and actions for the forthcoming three-year period. The same exercise was undertaken specifically for Adventure Aberdeen. (Appendix C and D).

2.7 **Context:** Sport Aberdeen does not manage its business, nor deliver its services, in isolation. Its key funding partner, Aberdeen City Council, sets out the services to be delivered and the key outcomes to be achieved through a Funding and Services Agreement (FSA) and other contractual documentation. This is currently being reviewed by ACC to reflect the key LOIP outcomes and a new approach to commissioning of services by the council.

2.8 The City Council is also impacted by external factors, including the policy direction of the Scottish Government and **sportscotland**, along with other factors which may not be wholly within its control e.g. the economic downturn caused by the drop in the price of oil. In addition, it is signed up to a joined-up approach to the planning and delivery of services through the Community Planning Aberdeen Local Outcome Improvement Plan, as illustrated in Figure 1 below.

2.9 The establishment of the Active Aberdeen Partnership (AAP) and its remit for developing a more cohesive approach to sport and physical activity in the city is significant. Sport Aberdeen is also required to play its part in delivering the Active Aberdeen Partnership’s Strategy for an Active Aberdeen, the Aberdeen Sports Facility Strategy, the city’s Aquatics Strategy, developed in 2014/15 and the new Aberdeen Playing Pitch Strategy (2018)

2.10 More locally SA is impacted by:

- local circumstances, including competitor provision;
- the general economic climate;
- the council’s concessionary access scheme; and
- on a positive note, the legacy arising from recent high-profile sporting events and local successes.



Figure 1 - External context within which Sport Aberdeen delivers services

2.11 These all serve to require SA to increase its focus on diversifying its business base, identifying other partnership opportunities and maintaining its market share, within a competitive and well-provided for sporting landscape, including other sports facilities provided by the public, private and not-for-profit sectors.



### 3. VISION, VALUES AND OBJECTIVES

#### 3.1 Our Vision

“Inspiring people, creating opportunities and changing lives through sport and physical activity.”

#### 3.2 Our Mission Statement

Our mission is to become the leading innovative sport and leisure trust striving for excellence in the north east of Scotland helping to make Aberdeen a successful, active and healthy city.

We will achieve this by becoming:

##### **YOUR Brand of Choice**

By providing value for money sport and physical activity opportunities that are accessible for all, providing high quality customer services.

##### **YOUR Provider of Choice**

By providing a flexible business model with the capacity for growth and diversification.

##### **YOUR Employer of Choice**

By providing an environment that successfully attracts, develops and retains talent.

##### **YOUR Partner of Choice**

By being trusted and highly regarded, with a reputation for delivering innovative, creative and joined up solutions.

The vision has been amended since the first three-year business plan to reflect the contributions of the Board of Directors, staff involved in the Shaping the Future sessions and the contributions of partners.

#### 3.3 Our Strategic Objectives – The Five Ps

Our strategic objectives have been reduced in scope to better reflect our priorities and support the achievement of our vision:

- **Participation:** To promote and increase opportunities for participation in sport and physical activity for everyone in Aberdeen, focusing on assisting the least active to become more active resulting in an increase in participation of 1% and an increase in Get active members to 10,000;
- **Places:** To modernise Sport Aberdeen’s facility stock as part of an overall planned investment strategy supporting the city’s sporting ambitions;
- **Partnerships:** To build external relationships and work in partnership across all sectors focussing on improving health and wellbeing outcomes for the people of Aberdeen;
- **People:** To be recognised as the ‘employer of choice’ for those seeking a career in sport and physical activity in Aberdeen; and
- **Processes:** To implement robust processes across the company delivering quality, excellence, efficiency and effectiveness in our capacity as a charitable organisation.

### 3.3 Our Values

The values that will underpin the delivery of our organisation are summarised below:

- **Customer Focused:** placing our customers at the heart of our services;
- **Valuing our Staff:** recognising staff are key to the company's success we will equip staff with the skills that they need, so that they uphold the company's standards and represent it positively in our local communities;
- **Excellence:** committed to continuous improvement as part of our aim of delivering excellence in all that we do;
- **Innovation:** being innovative and enterprising as a means of identifying solutions and developing our business;
- **Inclusive:** we will provide equality of opportunity and inclusive access to our services; and
- **Respect:** we commit to working with all people fairly and openly, ensuring that differences are valued and that all people are treated with respect.

## 4. DESCRIPTION OF OUR BUSINESS

### 4.1 Company Ownership / Legal Entity

Sport Aberdeen is a private limited company (Company Registration No 350981). It is also a registered charity with the Scottish Charity Register (Registered Charity No. SC040973). Its Memorandum and Articles of Association determine its operation and governance arrangements.

Sport Aberdeen complies in full with all company and charity law legislation and reporting requirements.

The company has been granted licences and leases to occupy the sports venues it manages by Aberdeen City Council and its main activities are governed by the Funding and Services Agreement signed between Sport Aberdeen and Aberdeen City Council.

### 4.2 Location

Sport Aberdeen is based in Aberdeen and delivers services across the city from a network of specialist sports venues, community-based leisure venues, as well as operating a range of physical activity and health-related programmes within community settings. Its city-wide spread is considered to be one of its key competitive advantages. It now also operates adventurous activities and outdoor learning from bases in Kingswells and in Cromdale, Speyside.

### 4.3 Hours of Operation

The headquarters of the company is based at Broadfold House and from this location provides a telephone enquiry service for general enquiries, bookings, lettings, coached programmes (Aquatics, Ice Skating, Tennis and Gymnastics) and finance queries from Monday to Friday from 8.00am to 6.00pm (excluding public holidays). Its main sports venues and physical activity services are provided for up to 363 days per year and up to 18 hours per day throughout the city.

#### 4.4 Our Structure and Services

##### Our Structure and Services We Will Deliver

Sport Aberdeen currently employs 231 staff working across the city, of which 157 are full time and 74 are part time. This equates to 230.59FTE (37 hours per week). In addition, there are 193 individuals on Sport Aberdeen’s casual workers list. It has an annual gross budget of £13,139,580 (net £5,758,903).

##### Divisional Overview



Figure 2 - Senior Leadership Team Structure

#### 4.5 Governance and Management Arrangements

- 4.5.1 Sport Aberdeen’s vision and future direction is established and led by its Board of Directors, of which there are currently 11, three of which are councillor nominations put forward by Aberdeen City Council. Board Directors are appointed for their relevant sporting or business expertise as well as their knowledge and understanding of Aberdeen as an area from both the business and community perspectives. Succession planning is set out in its articles.
- 4.5.2 The Board and Committee structure is shown overleaf. Each of these is chaired by a Board Director. Additional expertise is also sought, where necessary, by the appointment of co-optees to these committees.

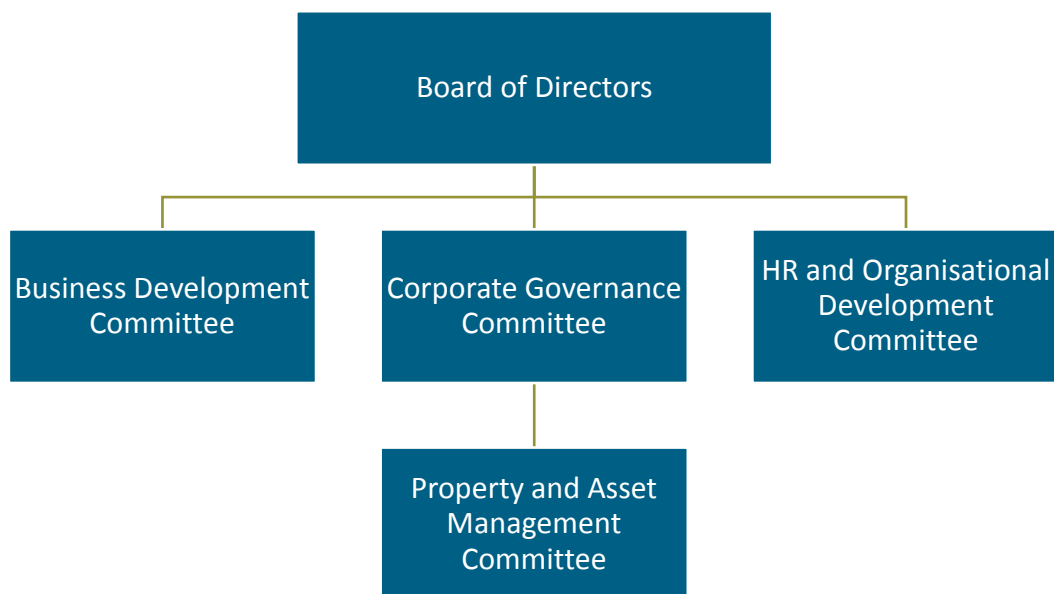


Figure 3 - Sport Aberdeen Governance Structure

- 4.5.3 The schedule of meetings is now well established and is set out on an annual basis at a frequency balancing the need for business monitoring and scrutiny and decision making with the resource requirements for servicing the meeting schedule and achieving business outcomes. The financial performance of the company is reported on, at minimum, a bi-monthly basis. Overall performance is scrutinised on a quarterly basis.
- 4.5.4 On a day-to-day basis the business is managed by the Managing Director, supported by a Senior Leadership Team comprising three Service Directors, Head of Finance and Corporate Resources and Head of Human Resources and Organisational Development. All are appropriately professionally qualified and experienced in their respective roles within the company, providing strategic leadership and direction to the company and their respective teams. A Scheme of Delegation is approved annually by the Corporate Governance Committee clarifying roles, responsibilities and decision making. SLT meet on a fortnightly basis with both routine and ad-hoc matters of business featuring on the agenda.
- 4.5.5 Recognising the need for greater input into the management and direction of Sport Aberdeen, an Extended Leadership Team has been put in place incorporating managers having a key remit across one of more areas of the business.
- 4.5.6 Over the term of the previous business plan, new arrangements for inducting, training and developing staff, including a performance development review framework, have been put in place recognising the company's commitment to being the employer of choice. Arrangements such as the monthly 'employee of the month' nomination process are used to recognise great performance of individuals and teams, with winners recognised by certificates presented at a Board meeting as well as a performance reward. Recognising the importance of rewarding all staff for good company performance, the Board has previously instigated the payment of a small performance bonus where the financial performance of Sport Aberdeen has been considerably better than anticipated; a gesture much appreciated by all staff teams. The company also proactively encourages staff to attend award presentations if they have been nominated for external awards, as a further means of

encouraging continued excellence and rewarding great performance. These measures are an important part of a retention strategy and wider measures to enhance the future growth of the company.

4.5.7 A number of the company's activities are delivered in accordance with partnership agreements with other organisations. Clearly the most important of these is the Funding and Services Agreement, which sets out the requirements of ACC and Sport Aberdeen in delivering outcomes for the city of Aberdeen. Other notable partnerships include the following:

- a) Active Aberdeen Partnership (AAP) – providing leadership and a step change in the sporting ambition and aspiration within the City of Aberdeen by harnessing all the key stakeholders in a cohesive strategic partnership;
- b) **sportscotland** – provides part funding for the delivery of the Active Schools programme;
- c) MacMillan – provides part funding over the term of the contract for the delivery of the MoveMore programme, aimed at encouraging physical activity for those living with cancer;
- d) Scottish Swimming – provides the licence agreement for the use of the Scottish Swimming Learn to Swim Framework as well as advice, support and CPD for Aquatics teachers;
- e) Grounds maintenance – a partnership with idverde (formerly The Landscape Group (Scotland)), delivered under an outcome performance framework for high quality grounds maintenance activities and an investment strategy for outdoor sports facilities;
- f) Paths for All – provides funding and Walk Leader training enabling the delivery of the Walk Aberdeen programme in community settings;
- g) Aberdeen Foyer – Sport Aberdeen and Aberdeen Foyer have been awarded £150,000 funding from the Life Changes Trust to work with more looked after children and care-experienced young people, offering them sport and physical activity and creative pursuits to develop their skills and enhance their life chances.
- h) Looked After Children (LAC) – delivered in conjunction with Aberdeen City Council and an anonymous donor uses sport and physical activity opportunities for LAC, with Sport Aberdeen acting as the 'Corporate Leisure Parent'.

4.5.8 A number of other arrangements are in place in which partnerships deliver in-kind benefit. These include arrangements to deliver Sport Aberdeen's event programme.

4.5.9 Working in partnership with other organisations is seen as fundamental for Sport Aberdeen to achieve not only its own objectives and outcomes, but also those of the other organisations with whom we work.



## 5. FINANCIAL MANAGEMENT AND FINANCIAL PLAN

5.1 With improved financial management in place having been put in place over the term of the previous business plan, Sport Aberdeen now has a solid understanding of its business activities and the extent to which they contribute (positively or negatively) to the overall financial performance of Sport Aberdeen.

### 5.2 Funding Streams

Sport Aberdeen is funded in four main ways:

- a) ACC's grant payment provided in return for the delivery of key services / outcomes as specified in the Funding and Services Agreement (FSA);
- b) Other external grant funding programmes, including those of sportscotland and Macmillan etc, paid in return for the delivery of key services / outcomes as specified in the relevant partnership agreement/s;
- c) Sponsorship / commercial activity paid in return for specified activity, some of which may be contributions in kind; and
- d) Income receipts for activities and programmes offered.

5.3 In accordance with our financial procedures, budget holders are responsible for the preparation of their annual budgets, under the direction of the Head of Finance and Corporate Resources. Budgets are subsequently scrutinised by the relevant Service Director and thereafter challenged by the Senior Leadership Team.

5.4 The overall approach to budget setting, in which service efficiencies are considered alongside proposals for growth and / or new business opportunities, allows the company to be well placed to capitalise on new opportunities that may arise, to reduce unnecessary expenditure and to grow the business within the context of a standstill or reduced budget from Aberdeen City Council.

5.5 Further challenge and scrutiny to the budget process is provided by Corporate Governance Committee and the Board as part of agreeing the three-yearly business plan. In addition, budgets and overall performance are reviewed on a bi-monthly and quarterly basis respectively. Where areas of underperformance are identified, specific action plans are developed, with progress reported on a regular basis to the appropriate committee.

5.6 This budget and business plan has been prepared on the most recent financial and other information available to the company and confirmation of Sport Aberdeen's core grant funding from Aberdeen City Council. The key assumptions are detailed more fully in section 5.9 below.

5.7 To deliver the range of services it is commissioned to deliver by Aberdeen City Council and other key funding partners including sportscotland and Macmillan, the company has identified the following budgets in key areas.

## 5.8 Sport Aberdeen High Level Budget 2018/9 – 2020/21

The high level 2018/9 position is identified as follows:

### Sport Aberdeen High Level Budget 2018/19

			2018/19	2019/20	2020/21
	SA	AA	Total	Total	Total
<b>Facility Income</b>	6,420,415	415,000	6,835,415	6,835,415	6,835,415
<b>Other Income</b>	545,262	0	545,262	545,262	545,262
<b>ACC Funding</b>	5,458,903	300,000	5,758,903	5,758,903	5,758,903
	<b>12,424,580</b>	<b>715,000</b>	<b>13,139,580</b>	<b>13,139,580</b>	<b>13,139,580</b>
<b>Staffing</b>	7,036,986	502,800	7,539,786	7,539,786	7,539,786
<b>Utilities</b>	945,475	10,000	955,475	955,475	955,475
<b>Ground Maintenance</b>	1,002,529	0	1,002,529	1,002,529	1,002,529
<b>Other</b>	3,439,590	202,200	3,641,790	3,641,790	3,641,790
	<b>12,424,580</b>	<b>715,000</b>	<b>13,139,580</b>	<b>13,139,580</b>	<b>13,139,580</b>
<b>Balance</b>	0	0	0	0	0

## 5.9 Key Assumptions on the High-Level Budget

- Facility Receipts:** A significant review of pricing, block booking arrangements and discounts has been undertaken for implementation in September 2018 and together with the predicted growth in Get active memberships results in a small increase in income.
- sportscotland Funding:** Continuation of funding of £349,000 has been included for the Active Schools programme.
- Macmillan Cancer Support:** Funding of £73,000 is confirmed for 2018/19. This funding supports the delivery of the Move More Aberdeen project.
- Walk Aberdeen programme:** external carried forward funding receipts to support the ongoing delivery of the Walk Aberdeen programme.
- Commercial activity:** a changed approach to commercial activity during 2018 is anticipated to bring in additional income beyond the current level.
- ACC Core Funding:** core revenue funding for both Sport Aberdeen and Adventure Aberdeen is included for 2018/19 at the confirmed level. Note there are no ACC capital funding receipts included in the above figures.
- Payroll:** this is based on a revised Sport Aberdeen structure necessary to deliver the identified services. Additional costs arising from the increase in auto-enrolment contributions and COSLA pay award have been included.
- Utilities:** inflationary increases of 2%, 5% and 2.5% for gas, electricity and water respectively have been included, following advice provided to Sport Aberdeen from the council's energy management section.

- i) **Grounds Maintenance:** the future contract price is determined according to the contractual terms using a specific price index (GM87).
- j) **Adventure Aberdeen:** the general assumption is the budget is as per previous years, together with additional one-off items for ICT, transport and insurance costs.

#### 5.10 **Sport Aberdeen Reserves Policy**

Sport Aberdeen's Articles and Memorandum of Association define its reserves policy. It is the intention of the Board to accumulate a reserve fund to afford the company some protection against possible future adverse economic conditions. After consideration of the working capital position of the company, the Board considers £630,000 to be a prudent sum to be set aside as working capital, with a further £630,000 to be retained as reserves. It has been agreed that any remaining balances can be used to invest to improve the company's services as part of its overall strategy. However, it is the Board's intention that the company's reserves are not used to support under-funded services.

The annual accounts also require the Board Chair to comment on the current reserves position, in addition noting any expenditure against the value. This will leave the amount which is the general reserves of the company. The Board will seek to build its reserves when the trading performance of the company allows it to do so.

The latest audited accounts available (2017/18) identify the reserves of the company being -£1,108,769.

#### 5.13 **Sport Aberdeen Pensions Liability Management Policy**

Sport Aberdeen is a member of the North-East Pension Fund. It currently contributes 13.5% of qualifying employee salary to the pension fund. Its current pension deficit liability is £3,199,000. The Board do not anticipate adopting a strategy to minimise this pension deficit liability within the term of this business plan.

## 6. MARKETING

Sport Aberdeen delivers its services primarily to the residents of Aberdeen; however it is recognised that as a centre for commuting and wider leisure activity Sport Aberdeen draws its customers from a larger catchment area, extending into parts of Aberdeenshire and Moray. It is also recognised that the geography of Sport Aberdeen’s markets extends further still within the context of specific business activities and events, for example for golf activities and the BHGE 10K Running Festival. The key market for the majority of its services is however considered to lie within the boundaries of Aberdeen itself. A programme of market research incorporating users, non-users and partners is used to gauge customer opinion and receive feedback which subsequently informs the direction for the business and marketing activity.

### 6.1 Market Analysis

The demographics of the Aberdeen city area are as follows:

#### AGE STRUCTURE OF ABERDEEN CITY'S POPULATION, 2017

Aberdeen City	All Ages	0-14	15-24	25-34	35-44	45-54	55-64	65-74	74-84	85+
Population	228,800	32,758	30,558	44,861	30,365	28,782	25,914	19,082	11,499	4,711
%	100	14.3	13.4	19.6	13.4	12.6	11.3	8.3	5.0	2.1

Source: National Records of Scotland, Mid 2017 Population Estimates, Scotland

- Other figures show that Aberdeen has a fairly even split of men and women, and a propensity to have higher disposable incomes than across other areas of the county.
- That said, around 44% of the city fall into the lower half of the social economic break – a key target for SA with a number of its objectives around targeting hard-to-reach groups, areas of low participation and areas deemed as regeneration communities by Aberdeen City Council.
- The dominating age range of residents is 25-34, with most of the population growth between 2001 and 2011 occurring in the 16-24 and 45-64 age brackets. (*Census 2011 data*).
- Children (aged under 16) only made up 14.4% of the city’s population compared with the Scottish average of 16.1%. (*Census 2011 data*).
- Young adults (16-24) were over-represented, with 16.1% compared to the Scottish average of 13.1%. (*Census 2011 data*).
- Aberdeen’s population is generally younger than that of Scotland as a whole.

#### Current Members- Demographics

An analysis of Sport Aberdeen’s current Get active members (GA1-5) provides considerable demographic information and market intelligence.

	ALL	Get Active 1	%	Get Active 2	%	Get Active 3	%	Get Active 4	%	Get Active 5	%
<b>Female</b>	4045	169	50.9%	2510	56.9%	75	67.0%	59	47.6%	32	7.7%
<b>Male</b>	5142	163	49.1%	1903	43.1%	37	33.0%	65	52.4%	383	92.3%
<b>0-15</b>	440	8	0.1%		0.0%		0.0%		0.0%		0.0%
<b>16-24</b>	1134	13	0.1%	679	7.3%	20	0.2%	13	0.1%	35	0.4%
<b>25-34</b>	2298	71	0.8%	1508	16.3%	41	0.4%	44	0.5%	137	1.5%
<b>35-44</b>	1834	86	0.9%	1039	11.2%	37	0.4%	42	0.5%	113	1.2%
<b>45-54</b>	1409	91	1.0%	719	7.8%	10	0.1%	15	0.2%	82	0.9%
<b>55+</b>	2162	63	0.7%	468	5.0%	4	0.0%	10	0.1%	48	0.5%
<b>Total</b>	<b>9277</b>	<b>332</b>		<b>4413</b>		<b>112</b>		<b>124</b>		<b>415</b>	

	%	Active Lifestyles	%	Golf	%	Loyalty	%	Get Active Futures	%	Get Active Starts	%
<b>Female</b>	44.0%	10	10.1%	51	3.4%	928	56.8%	173	37.2%	38	46.9%
<b>Male</b>	56.0%	89	89.9%	1461	96.6%	706	43.2%	292	62.8%	43	53.1%
<b>0-15</b>	4.7%		0.0%	7	0.1%	97	1.0%	247	2.7%	81	0.9%
<b>16-24</b>	12.2%		0.0%	74	0.8%	83	0.9%	217	2.3%		0.0%
<b>25-34</b>	24.8%	1	0.0%	191	2.1%	305	3.3%		0.0%		0.0%
<b>35-44</b>	19.8%	8	0.1%	158	1.7%	351	3.8%		0.0%		0.0%
<b>45-54</b>	15.2%	7	0.1%	231	2.5%	254	2.7%		0.0%		0.0%
<b>55+</b>	23.3%	174	1.9%	851	9.2%	544	5.9%		0.0%		0.0%
<b>Total</b>	<b>100.0%</b>	<b>190</b>		<b>1512</b>		<b>1634</b>		<b>464</b>		<b>81</b>	

LMIS data as of 04/07/2018

Overall, Sport Aberdeen members:

- Have an appropriate balance of uptake between men and women, except for golf which is almost entirely made up of men;
- Have an appropriate age mix, with key age groups of 16 – 44 for fitness, 25 – 54 for splash and 45+ for golf;
- 83% of our members do not have an Access to Leisure memberships.

The analysis of our current market has been used as the basis of the company's marketing strategy and associated plans for engaging with our markets, informing them of Sport Aberdeen's products and services with the aim of increasing our market share.



## 6.2 Market Segmentation

### Target Mosaic Groups – Key Business Areas

From an understanding of demographics and analysis of our customer profile it is evident that our market is not a single homogenous market and in fact comprises a number of segmented markets.

Sport Aberdeen has purchased Mosaic Scotland data which enables it to profile its current members against the base of Aberdeen City households. Appended to demographic information, the Mosaic profiles allow greater insight and understanding into key markets and increases effectiveness in targeted marketing campaigns. Mosaic profiling breaks down populations into a number of groups. Further information is available to the Marketing and Communications Team as to the makeup of these groups and their characteristic habits.

### Aberdeen City – Mosaic Groups

The top five Mosaic Groups making up Aberdeen City are;

- Rental Hubs 25.9% of Aberdeen City Households
- Municipal Change 8.5% of Aberdeen City Households
- Prestige Positions 8.0% of Aberdeen City Households
- Domestic Success 7.6% of Aberdeen City Households
- Modest Traditions 7.4% of Aberdeen City Households

### Sport Aberdeen's current members

Sport Aberdeen's current members are predominantly made up of four key Mosaic Scotland groups;

- Aspiring Homemakers 9.7% of all SA members
- Domestic Success 13.1% of all SA members
- Modest Traditions 11.2% of all SA members
- Rental Hubs 15.1% of all SA members

The data in the initial Mosaic report was analysed three ways by taking into account groups by total member numbers, groups by potential household market and also by index (the index represents the market potential and is the target % / base % x 100). Simply put, any group with an index over 100 is a group we are more likely to have and attract as a member. These groups then form Sport Aberdeen target groups.

From analysing the data, we can start to identify target groups based on propensity to be an SA member and the potential market growth (potential ROI) if targeted.

### Overall – Main Target Mosaic Groups

The analysis reveals that three of Sport Aberdeen's key member groups are also highly populated in Aberdeen City – Rental Hubs, Domestic Success and Modest Traditions.

Further assessment shows that Aspiring Homemakers is a fairly large part of the Aberdeen population (Group 7/14 in terms of population size) and this group is 68% more likely to be a Sport Aberdeen member than the base population so it is the fourth overall target group.

### Target Mosaic Groups – Key Business Areas

Research undertaken by the Marketing and Communications Team has identified the markets for three key business areas. These markets have been identified important to Sport Aberdeen through a review of risk and associated income streams. This also demonstrates how the profiling data is applied to the communication and research plans:

BUSINESS AREA	MARKETS BY DEMOGRAPHIC	MARKETS BY MOSAIC GROUPS
<b>Fitness Membership</b>	Adults (M, F) 18 - 45	Aspiring Homemakers Domestic Success Modest Traditions Rental Hubs
<b>Coached Programmes</b>	Children (M, F) [Parents] 0 – 12	Aspiring Homemakers Domestic Success Prestige Positions Rental Hubs
<b>Golf Membership</b>	Adults (M) 55+	Domestic Success Prestige Positions Modest Traditions Senior Security
<b>Active Workforce</b>	Adults (and their families)	N/A

### 6.3 Competition

Sport Aberdeen faces strong competition from a range of competitors for each of its main services and programmes, including competitors from the public (including education), private and not-for-profit / voluntary sectors. On an annual basis Sport Aberdeen undertakes extensive market research into its competitors, including their offer and pricing policies, and also keeps abreast of new developments and industry trends in order for its own offer to remain competitive.

### 6.4 Pricing

It is vitally important to Sport Aberdeen as a not-for-profit organisation, that it strikes an appropriate balance between the need to operate a viable and sustainable business model with its key objectives of increasing participation and providing opportunities for those who may not be able to access opportunities elsewhere. Our pricing policy is therefore intended to strike a balance between these conflicting objectives and also recognising the varying quality of our offer, in terms of its aging facility stock. As part of its market research programme our pricing policy in comparison to that of its competitors is reviewed. It will also be reviewed when significant investment into its venues is made.

A key part of our pricing policy is our general commitment to Aberdeen City Council’s Access to Leisure Scheme (concessionary access) which provides free or discounted access to our venues and programmes for those eligible.

## **6.5 Advertising and Promotion**

Sport Aberdeen uses both traditional media (newspapers, magazine and radio) and digital channels (website, social media and email) to advertise its services and programmes as part of a segmented approach to advertising and promotion. Planned promotional campaigns run throughout the year to take account of seasonal promotions for Get active memberships, together with regular adverts for other programmes and services. The company is placing greater emphasis on tracking the effectiveness of all advertising campaigns to ensure effective use of its advertising budget.

## 7. STRATEGY – STRATEGIC OBJECTIVES, OUTCOMES AND IMPLEMENTATION

<b>KEY</b> <b>APP</b> – Active Aberdeen Partnership	<b>DPP</b> – Director of Performance and Planning	<b>HHROD</b> – Head of HR and Organisational Development	<b>DHAC</b> – Director of Healthy and Active Communities
<b>SLT</b> – Senior Leadership Team	<b>DCLO</b> – Director of Community Leisure Operations	<b>FCRM</b> – Head of Finance and Corporate Resources	<b>ELT</b> – Extended Leadership Team

A glossary of terms used is available at the end of this business plan.

**OBJECTIVE 1 – PARTICIPATION TO PROMOTE AND INCREASE OPPORTUNITIES FOR PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY FOR EVERYONE IN ABERDEEN, FOCUSING ON ASSISTING THE LEAST ACTIVE TO BECOME MORE ACTIVE RESULTING IN AN INCREASE IN PARTICIPATION OF 1% AND AN INCREASE IN GET ACTIVE MEMBERS TO 10,000**

### NOTES

1. The targets referred to in the objectives below reflect Sport Aberdeen’s commitment to playing its part in delivering increased participation in sport and physical activity. Baselines will be as at year end 2015/16.

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
1.1	To lead, via the Active Aberdeen Partnership (AAP) the review of the city’s ‘Fit for the Future Strategy’ (Sport and Physical Activity Participation Strategy), implementing its recommendations, where applicable, and monitoring impacts and outcomes and reporting to the Active Aberdeen Partnership as required		<ul style="list-style-type: none"> <li>o Ambitious and sustainable participation strategy which will lead to an increase in sport and physical activity participation by city residents within and external to sporting venues;</li> <li>o Improvements to the health and wellbeing of all city residents;</li> </ul>	<ul style="list-style-type: none"> <li>o Engagement in process;</li> <li>o Implementation of strategy;</li> </ul>	▲	▲	▲	SLT / AAP

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
1.5	To deliver the Golf Aberdeen modernisation and Development Plan to modernise and sustain the golfing offer within Aberdeen		<ul style="list-style-type: none"> <li>○ Increased participation on golf, particularly by young people, families and women;</li> <li>○ Improved revenue contribution to Sport Aberdeen’s business;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of partnerships developed;</li> <li>○ £ additional income generation</li> </ul>	▲	▲	▲	DPP / DCLO / DHAC
1.8	To implement the recommendations arising from the strategic and operational review of the Linx Ice Arena to maximise participation in all ice sports and increase the sustainability of the LIA		<ul style="list-style-type: none"> <li>○ Increased participation in all ice sports;</li> <li>○ Improved revenue contribution to Sport Aberdeen’s business;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of partnerships developed;</li> <li>○ £ additional income generation</li> </ul>	▲	▲	▲	DPP / DCLO / DHAC
1.9	To deliver the Active Schools programme in accordance with <b>sportscotland</b> agreement, providing support to all schools in Aberdeen to increase the amount of extra-curricular sport and physical activity opportunities available to children and young people, including those with additional support needs (ASN)		<ul style="list-style-type: none"> <li>○ Increased physical activity levels;</li> <li>○ Personal and social development;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of hours of activity offered;</li> <li>○ Number of school – club links;</li> <li>○ Case studies / questionnaires;</li> </ul>	▲	▲	▲	DHAC
1.10	To promote the Get active Membership scheme to reach the target of 10,000 Get active members by March 2020 to promote sport and physical		<ul style="list-style-type: none"> <li>○ Regular participants in sport and physical activity rewarded;</li> <li>○ Increase in the number of customers undertaking</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of ‘unique’ customers being active;</li> <li>○ Value of rewards (£) offered;</li> </ul>	▲			DPP



NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	activity within SA venues and community-based programmes		<ul style="list-style-type: none"> <li>regular sport and physical activity contributing to an overall increase of 1% per year;</li> <li>Improved communication with non-member participants in sport and physical activity participation;</li> <li>Increase in Get active members leading active and healthy lives</li> </ul>	<ul style="list-style-type: none"> <li>Case studies;</li> <li>£ ROI / SROI</li> </ul>				
<b>1.12</b>	To assist adults with a disability (with a particular focus on Learning Disabilities) in Aberdeen to be more physically active through provision of a comprehensive programme of activities in a variety of settings throughout the city		<ul style="list-style-type: none"> <li>Increased sport and physical activity participation;</li> <li>Increased access to community venues by target group;</li> <li>Effective engagement with adults with a disability;</li> </ul>	<ul style="list-style-type: none"> <li>Participation statistics;</li> <li>Number of hours of activity offered;</li> <li>Case studies;</li> </ul>	▲	▲	▲	DHAC
<b>1.13</b>	Assist children and young people with a disability in Aberdeen to be more active through the provision of supported mainstream and specialist activities		<ul style="list-style-type: none"> <li>Increased sport and physical activity participation;</li> <li>Increased access to community venues by target group;</li> <li>Effective engagement with adults with a disability;</li> </ul>	<ul style="list-style-type: none"> <li>Participation statistics;</li> <li>Number of hours of activity offered;</li> <li>Case studies;</li> </ul>	▲	▲	▲	DHAC
<b>1.14</b>	Assist people in groups least likely to participate in a		<ul style="list-style-type: none"> <li>Increased physical activity levels;</li> </ul>	<ul style="list-style-type: none"> <li>Participation statistics;</li> </ul>	▲	▲	▲	DHAC

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	physical activity to be more active by provision of supported integrated programmes within community settings			<ul style="list-style-type: none"> <li>○ Number of hours of activity offered;</li> <li>○ Case studies;</li> </ul>				
1.15	To work in partnership with ACC Childcare and Early Years to review and improve provision of after school and holiday activity programmes across the city		<ul style="list-style-type: none"> <li>○ Increased sport and physical activity opportunities for young children;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of hours of activity offered;</li> <li>○ Case studies;</li> </ul>	▲	▲	▲	DHAC / ACC
1.18	To implement the new Scottish Swimming Framework in partnership with swimming clubs and other partners to improve the quality of learn to swim programmes, the number of participants progressing through the framework feeding into swimming clubs, as part of a recognised aquatics pathway		<ul style="list-style-type: none"> <li>○ Single learn to swim framework (Scottish Swimming);</li> <li>○ Improved standard of swimmer joining swimming clubs;</li> <li>○ Greater co-operation between swimming providers, clubs and Scottish Swimming</li> </ul>	<ul style="list-style-type: none"> <li>○ Number of swimmers on swimming pathway;</li> <li>○ Performance figures;</li> </ul>	▲	▲	▲	DPP
1.20	To deliver the Macmillan MoveMore programme aimed at those living with cancer, in accordance with the partnership agreement between Sport Aberdeen and Macmillan Cancer Support		<ul style="list-style-type: none"> <li>○ Increased sport and physical activity participation;</li> <li>○ Improved health and wellbeing;</li> <li>○ Reduction in feelings of isolation.</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ HWB questionnaires;</li> <li>○ Case studies;</li> <li>○ £ investment;</li> </ul>	▲	▲	▲	DHAC / DCLO / Macmillan / NHS Grampian

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
1.21	To deliver the Walk Aberdeen programme across the city increasing the number of opportunities for people to take part in high quality health walks, in line with the National Walking Strategy and Paths for all, increasing the number of schemes each year		<ul style="list-style-type: none"> <li>○ Increased physical activity participation;</li> <li>○ Improved health and wellbeing;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of hours of activity offered;</li> </ul>	▲	▲	▲	DHAC / Paths for All
1.22	To develop a programme for looked after children in the city for Sport Aberdeen to fulfil the role of 'leisure parent'		<ul style="list-style-type: none"> <li>○ Increased sport and physical activity participation by looked after children in the City;</li> <li>○ Improved health and wellbeing;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of hours of activity offered;</li> </ul>	▲	▲	▲	DHAC
1.25	To investigate opportunities for the provision of 15" hole cups for juniors and beginners as a means of encouraging new participants to golf		<ul style="list-style-type: none"> <li>○ Increased physical activity participation;</li> <li>○ Improved health and wellbeing;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of new golf participants;</li> </ul>	▲	▲	▲	DCLO / DHAC
1.27	Ongoing development and supporting membership sales and retention campaigns		<ul style="list-style-type: none"> <li>○ Increased membership sales;</li> <li>○ Increased sport and physical activity participation;</li> </ul>	<ul style="list-style-type: none"> <li>○ KPIs;</li> <li>○ Membership retention rates;</li> </ul>	▲	▲	▲	DPP / DOA
1.28	Research innovative ways of targeting markets not currently well catered for e.g. students, teenagers and people with disabilities		<ul style="list-style-type: none"> <li>○ Increased sport and physical activity participation from amongst target groups;</li> </ul>	<ul style="list-style-type: none"> <li>○ KPIs;</li> </ul>	▲	▲	▲	SLT / DPP / DCLO / DHAC / AAP

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
1.29	Use findings of community research into reasons for non-participation and work with other partners to break down barriers to participation and address behavioural change		<ul style="list-style-type: none"> <li>○ Increased sport and physical activity participation from amongst target groups;</li> </ul>	<ul style="list-style-type: none"> <li>○ KPIs;</li> <li>○ Customer survey;</li> </ul>	▲	▲	▲	DHAC / AAP / NHS Grampian
1.30	To promote and support clubs in the achievement of ClubCAP, with a review of the incentives scheme, as part of the further review of lettings		<ul style="list-style-type: none"> <li>○ Increased sport and physical activity participation;</li> <li>○ Improved health and wellbeing;</li> </ul>	<ul style="list-style-type: none"> <li>○ Number of ClubCAP accredited clubs;</li> </ul>	▲	▲	▲	DHAC
1.31	To deliver the schools and community sports link pathway programme		<ul style="list-style-type: none"> <li>○ Increased sport and physical activity participation;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of school club links;</li> <li>○ Number of trained coaches and volunteers;</li> <li>○ Club membership uptake;</li> <li>○ Pathway mapping exercise;</li> </ul>	▲	▲	▲	DHAC
1.32	Deliver a well-respected coach education and professional development programme for people across the north east to support the delivery of grass roots participation		<ul style="list-style-type: none"> <li>○ Increase in the number of trained and qualified coaches / volunteers;</li> <li>○ Programmes meeting the needs of NGBs, clubs, RDMs and <b>sportscotland</b>;</li> </ul>	<ul style="list-style-type: none"> <li>○ Accredited training and development;</li> <li>○ Number of trained coaches;</li> <li>○ Return on investment;</li> </ul>	▲	▲	▲	DHAC
1.33	Working with partners, establish appropriate participation programmes for		<ul style="list-style-type: none"> <li>○ Emergence of greater number of participants from Aberdeen;</li> </ul>	<ul style="list-style-type: none"> <li>○ Number of athletes participating in the pathway programme;</li> <li>○ Case studies;</li> </ul>	▲	▲	▲	DHAC

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	talented athletes within the city		<ul style="list-style-type: none"> <li>○ Aberdeen recognised and respected for its pathway programme;</li> </ul>	<ul style="list-style-type: none"> <li>○ Number of athletes playing at district, regional, national and international levels;</li> </ul>				



**OBJECTIVE 2 – PLACES TO MODERNISE SPORT ABERDEEN’S SPORTS FACILITY STOCK AS PART OF AN OVERALL PLANNED INVESTMENT STRATEGY SUPPORTING THE CITY’S SPORTING AMBITIONS**

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
2.1	To provide strategic guidance and advice on future development proposals, including acting as the Council’s strategic advisors on new developments, including planning applications		<ul style="list-style-type: none"> <li>○ Sustainable facilities strategy delivering high quality services;</li> <li>○ Provision of higher quality facilities to encourage new participation in sport and physical activity;</li> </ul>	<ul style="list-style-type: none"> <li>○ Developer contributions (£);</li> <li>○ No. of planning applications responded to;</li> <li>○ Number of new developments;</li> </ul>	▲	▲	▲	SLT / DPP
2.2	To work towards the implementation of the AAP Aberdeen Facilities Strategy to ensure Aberdeen’s sporting provision is commensurate with its ambition and position as Scotland’s third city		<ul style="list-style-type: none"> <li>○ Sustainable facilities strategy delivering high quality services;</li> <li>○ Improved customer satisfaction;</li> <li>○ Increased participation in sport and physical activity;</li> </ul>	<ul style="list-style-type: none"> <li>○ Customer surveys;</li> <li>○ Participation statistics;</li> </ul>	▲	▲	▲	SLT / AAP / KKP
2.3	To contribute to the delivery of outcomes of ACC’s Playing Pitch Strategy		<ul style="list-style-type: none"> <li>○ Sustainable facilities strategy delivering high quality services</li> </ul>	<ul style="list-style-type: none"> <li>○ Engagement in process;</li> </ul>	▲	▲	▲	SLT / ACC / AAP
2.4	Develop business cases to undertake refurbishment of four venues identified as priorities, in conjunction with Pulse Fitness to modernise the fitness and general sporting offer and reduce funding subsidies		<ul style="list-style-type: none"> <li>○ Provision of higher quality facilities to encourage new participation in sport and physical activity;</li> <li>○ Improved financial position;</li> </ul>	<ul style="list-style-type: none"> <li>○ Customer satisfaction survey;</li> <li>○ Participation statistics;</li> <li>○ Management accounts.</li> </ul>	▲	▲	▲	SLT / Pulse Fitness

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
2.10	To maximise use of 3G pitches in the city for football to enable indoor venues to be programmed to drive participation in a variety of other sports e.g. netball, basketball, badminton etc		<ul style="list-style-type: none"> <li>○ Increase in sport and physical activity participation;</li> <li>○ Greater range of sports offered within SA venues;</li> <li>○ Increased community access to our venues;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of regular sports bookings;</li> <li>○ Number of clubs using SA venues;</li> <li>○ Number of hours booked by clubs;</li> </ul>	▲	▲	▲	DPP / DCLO
2.11	To identify the necessary funding, in conjunction with partners, for the implementation of the priorities identified in the Ryden Report (Building Condition Survey findings) where the venues are of a strategic significance in the long term		<ul style="list-style-type: none"> <li>○ Provision of higher quality facilities to encourage new participation in sport and physical activity;</li> <li>○ Improved financial position;</li> </ul>	<ul style="list-style-type: none"> <li>○ £ investment made;</li> <li>○ Increases in sport and physical activity participation;</li> </ul>	▲	▲	▲	SLT / ACC / Pulse Fitness
2.12	Identify and implement environmental and sustainability improvements to achieve carbon reduction targets, as part of Carbon Trust project		<ul style="list-style-type: none"> <li>○ Reduced energy consumption;</li> <li>○ Reduced CO<sup>2</sup> outputs;</li> </ul>	<ul style="list-style-type: none"> <li>○ Consumption reports;</li> </ul>	▲	▲	▲	SLT /DCLO / Carbon Trust
2.14	Develop the use and public understanding of SA's brands and sub-brands in relation to the breadth of services and activities provided by the company across the city		<ul style="list-style-type: none"> <li>○ Increased awareness of SA's brands and sub brands;</li> <li>○ Improved customer communication and awareness of SA's products and services;</li> </ul>	<ul style="list-style-type: none"> <li>○ % increase in brand and sub-brand awareness;</li> <li>○ % increase in awareness of SA's products and services;</li> </ul>	▲	▲	▲	DPP

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
2.15	Explore funding options for the development of Cromdale Outdoor Centre to maximise its income potential		<ul style="list-style-type: none"> <li>○ Provision of higher quality facilities to encourage new participation in sport and physical activity;</li> <li>○ Improved financial position;</li> </ul>	<ul style="list-style-type: none"> <li>○ £ investment made;</li> <li>○ Increases in sport and physical activity participation;</li> </ul>	▲	▲	▲	SLT

**OBJECTIVE 3 – PARTNERSHIPS TO BUILD EXTERNAL RELATIONSHIPS AND WORK IN PARTNERSHIP ACROSS ALL SECTORS FOCUSING ON IMPROVING HEALTH AND WELLBEING OUTCOMES FOR THE PEOPLE OF ABERDEEN**

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
3.1	To provide strategic leadership to and active participation in the Active Aberdeen Partnership (AAP) as part of the transfer of strategic sports functions to Sport Aberdeen		<ul style="list-style-type: none"> <li>○ A joined-up approach to strategic sports provision and physical activity opportunities within the city;</li> <li>○ Best-practice approaches adopted within the city for cross- and inter-agency working within sport, health, education and community development sectors;</li> </ul>	<ul style="list-style-type: none"> <li>○ Partner survey;</li> </ul>	▲	▲	▲	MD / AAP
3.2	To play an active role in the city’s Community Planning Aberdeen, particularly in the area of health and wellbeing, and other community fora		<ul style="list-style-type: none"> <li>○ Increased sport and physical activity participation;</li> <li>○ Improved health outcomes;</li> <li>○ Reduced duplication of provision;</li> <li>○ More collaborative working;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of joint projects commissioned;</li> </ul>	▲	▲	▲	SLT / AAP / AAC / CPP
3.5	Development and delivery of a city-wide Tennis Development Programme, in partnership with Tennis Scotland and other partners		<ul style="list-style-type: none"> <li>○ Increased tennis participation figures;</li> <li>○ Wider range and greater utilisation of coaching programmes available within the city;</li> <li>○ Development of a clear accessible membership structure;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number and diversity of tennis coaching programmes available at Sport Aberdeen venues;</li> <li>○ Increased tennis club membership;</li> <li>○ Number of participants in competition structure;</li> </ul>	▲	▲	▲	DHAC / Tennis Scotland / Tennis Clubs

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
			<ul style="list-style-type: none"> <li>o Fit for purpose and accessible competition structure;</li> <li>o Well-trained and experienced coach and volunteer workforce.</li> </ul>	<ul style="list-style-type: none"> <li>o Number of qualified coaches at a variety of levels;</li> <li>o Number of tennis volunteers.</li> </ul>				
<b>3.6</b>	To contribute positively to the ongoing implementation of the Aberdeen Aquatics Strategy, including the development and monitoring of supporting action plans		<ul style="list-style-type: none"> <li>o Cohesive plans for the delivery of aquatics activity across the City;</li> <li>o Network of high quality and well programmed swimming facilities;</li> </ul>	<ul style="list-style-type: none"> <li>o Participation statistics;</li> </ul>	▲	▲	▲	SLT / ASV / RGU / COAST / Swimming Clubs
<b>3.8</b>	To work in partnership with idverde (grounds maintenance contractor) to deliver improvements to outdoor services, including golf		<ul style="list-style-type: none"> <li>o Improved quality of outdoor pitches, including golf;</li> <li>o Increased customer satisfaction;</li> <li>o Increased sport and physical activity participation;</li> <li>o Increased retention of members;</li> </ul>	<ul style="list-style-type: none"> <li>o £ investment secured;</li> <li>o Customer surveys;</li> <li>o Participation statistics;</li> <li>o TLG(S) PQMS results;</li> </ul>	▲	▲	▲	DCLO
<b>3.10</b>	To respond to opportunities in the north east to become the partner of choice for other organisations		<ul style="list-style-type: none"> <li>o Additional partnership / contract opportunities reducing reliance on ACC core funding for overhead costs;</li> </ul>	<ul style="list-style-type: none"> <li>o £ contribution to overhead costs;</li> </ul>	▲	▲	▲	SLT
<b>3.11</b>	To develop targeted health and wellbeing programmes within and external to SA venues, with operations teams supported to develop		<ul style="list-style-type: none"> <li>o Increased sport and physical activity participation and improved health outcomes for older people,</li> </ul>	<ul style="list-style-type: none"> <li>o LMIS to evidence participation;</li> <li>o SA loyalty card to evidence participation;</li> </ul>	▲	▲	▲	DHAC / DCLO

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	complementary programmes as part of a co-ordinated programming offer		contributing to an overall increase of 1% per year;	<ul style="list-style-type: none"> <li>○ Number of hours of activity offered;</li> <li>○ Case studies;</li> </ul>				
<b>3.12</b>	To work in partnership with the Linx Ice Hockey Club to investigate participation in the SNL		<ul style="list-style-type: none"> <li>○ Opportunity for high performance participation in Aberdeen;</li> <li>○ Potential for young people to be attracted to play ice hockey;</li> </ul>	<ul style="list-style-type: none"> <li>○ Performance of club in league;</li> <li>○ Customer survey;</li> </ul>	▲	▲	▲	SLT / Linx Ice Hockey Club
<b>3.13</b>	To increase capacity within the Walk programme by training new Walk Leaders to assist in the expansion and sustainability of the Walk Programme		<ul style="list-style-type: none"> <li>○ New walk clubs established across the City;</li> <li>○ Additional Walk Leader courses run;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of hours of activity offered;</li> </ul>	▲	▲	▲	DHAC / Paths for All
<b>3.15</b>	To deliver the Macmillan MoveMore programme aimed at those living with cancer, in accordance with the partnership agreement between Sport Aberdeen and Macmillan Cancer Support		<ul style="list-style-type: none"> <li>○ Increased sport and physical activity participation;</li> <li>○ Improved health and wellbeing;</li> <li>○ Reduction in feelings of isolation.</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ HWB questionnaires;</li> <li>○ Case studies;</li> <li>○ £ investment;</li> </ul>	▲	▲	▲	DHAC / DCLO / Macmillan / NHS Grampian
<b>3.16</b>	To lead and manage community sports hubs in Aberdeen City, to increase participation in sport and physical activity		<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of school club links;</li> <li>○ Number of trained coaches and volunteers;</li> <li>○ Club membership uptake;</li> </ul>	<ul style="list-style-type: none"> <li>○ Participation statistics;</li> <li>○ Number of school club links;</li> <li>○ Number of trained coaches and volunteers;</li> <li>○ Club membership uptake;</li> </ul>	▲	▲	▲	DHAC

**OBJECTIVE 4 – PEOPLE: TO BE RECOGNISED AS A LEADING EMPLOYER BY BECOMING THE EMPLOYER OF CHOICE FOR THOSE SEEKING A CAREER IN SPORT AND PHYSICAL ACTIVITY IN ABERDEEN**

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
4.2	Continuation of the Sport Aberdeen Modern Apprentices scheme across the company, in partnership with a training provider, with a maximum annual intake of 10 apprentices		<ul style="list-style-type: none"> <li>Qualifications and relevant work skills gained by apprenticeships offered to unemployed city residents, increasing employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Number of apprentices at start and finish;</li> <li>Number and level of qualifications obtained;</li> <li>Number gaining permanent employment.</li> </ul>	▲	▲	▲	HHROD / Direct Partners
4.3	Research, identify funding and develop a Sport Aberdeen graduate training programme in 2016/17, for launch in September 2018 aimed at talented individuals with management potential		<ul style="list-style-type: none"> <li>Qualifications and relevant work skills gained by city graduates, increasing employment opportunities for individuals and a skilled pool of talented individuals for sport and physical activity providers in the city;</li> <li>Increased opportunities for SA staff to act as mentors improving their own skills and experience;</li> <li>Improved career progression opportunities within and external to Sport Aberdeen.</li> </ul>	<ul style="list-style-type: none"> <li>Investment made (£);</li> <li>Number of apprentices at start and finish;</li> <li>Number and level of qualifications obtained;</li> <li>Number gaining permanent employment.</li> </ul>	▲	▲		HHROD / Direct Partners
4.4	To explore ways in which Sport Aberdeen may seek / gain external recognition for its recruitment, selection and		<ul style="list-style-type: none"> <li>An accredited, eternally validated award;</li> <li>Improved staff satisfaction and retention of staff;</li> <li>Improved staff performance;</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of award;</li> </ul>	▲	▲	▲	HHROD

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	training programmes ie liIP or similar		<ul style="list-style-type: none"> <li>o Improved staff morale;</li> <li>o Improved service delivery.</li> </ul>					
4.6	Implement and review the outcomes of the PDR process, including an annual training needs analysis, informing the development and delivery of an inclusive, comprehensive and structured employee development programme available to all staff		<ul style="list-style-type: none"> <li>o Improved staff performance;</li> <li>o Training needs identified and addressed;</li> <li>o Reduction in number of customer complaints relating to non-compliance issues;</li> </ul>	<ul style="list-style-type: none"> <li>o PDR audit;</li> <li>o Staff survey.</li> </ul>	▲	▲	▲	SLT / HHROD
4.7	Undertake an independent annual staff survey to determine progress towards Sport Aberdeen’s objective of becoming the employer of choice		<ul style="list-style-type: none"> <li>o Evidence of progress made;</li> <li>o Improved staff performance through understanding and addressing any identified issues;</li> <li>o Improved staff morale through understanding and addressing any identified issues;</li> <li>o Reduction in staff turnover through understanding and addressing any identified issues.</li> </ul>	<ul style="list-style-type: none"> <li>o Staff survey;</li> <li>o Staff turnover rates;</li> </ul>	▲	▲	▲	HHROD
4.8	Undertake an annual review of salaries and other benefits and terms and conditions and comparison with other similar organisations in Aberdeen	/	<ul style="list-style-type: none"> <li>o Evidence of Sport Aberdeen’s position compared with similar organisations;</li> </ul>	<ul style="list-style-type: none"> <li>o Annual survey;</li> </ul>	▲	▲	▲	HHROD



NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
4.9	Further development of Sport Aberdeen’s rewards and recognition programme for all staff		<ul style="list-style-type: none"> <li>○ Rewards and recognition programme extended in scope and / or value;</li> <li>○ Improved staff performance;</li> <li>○ Improved staff morale;</li> <li>○ Improved service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>○ Scope of rewards and recognition programme;</li> <li>○ Staff survey;</li> </ul>	▲	▲	▲	DPP
4.10	To continue work towards achieving the NHS Scotland Healthy Working Lives Award		<ul style="list-style-type: none"> <li>○ Improved staff performance;</li> <li>○ Improved staff morale;</li> <li>○ Recognition as employer of choice</li> </ul>	<ul style="list-style-type: none"> <li>○ Achievement of award(s);</li> <li>○ Staff surveys</li> </ul>	▲		▲	HHROD
4.11	To be recognised as an employer paying the National Living Wage		<ul style="list-style-type: none"> <li>○ Improved staff performance;</li> <li>○ Improved staff morale;</li> <li>○ Recognition as employer of choice</li> </ul>	○		▲	▲	HHROD
4.12	Review the staffing structure for the company providing clarity and clear roles, responsibilities and decision making		<ul style="list-style-type: none"> <li>○ Improved staff performance;</li> <li>○ Improved staff morale;</li> <li>○ Recognition as employer of choice</li> <li>○ Conformance to IMS and company policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>○ Staff survey;</li> <li>○ Internal audit outcomes;</li> </ul>	▲	▲	▲	SLT

**OBJECTIVE 5 – PROCESSES: TO IMPLEMENT ROBUST PROCESSES ACROSS THE COMPANY DELIVERING QUALITY, EXCELLENCE, EFFICIENCY AND EFFECTIVENESS IN OUR CAPACITY AS A CHARITABLE ORGANISATION**

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
5.1	To manage and secure funding / budgets from external bodies to support sport and leisure in Aberdeen City		<ul style="list-style-type: none"> <li>○ Improved efficiency;</li> <li>○ Improved service quality;</li> <li>○ Improved customer service delivery;</li> </ul>	<ul style="list-style-type: none"> <li>○ Customer survey</li> <li>○ £ generated;</li> </ul>	▲	▲	▲	DPP
5.3	Increase and develop internal communications processes to maximise business efficiency and understanding of the company's activities		<ul style="list-style-type: none"> <li>○ Improved customer service delivery;</li> <li>○ Increase in sport and physical activity participation;</li> <li>○ Improved job satisfaction;</li> </ul>	<ul style="list-style-type: none"> <li>○ Customer survey;</li> <li>○ Staff survey;</li> <li>○ KPIs</li> </ul>	▲	▲	▲	DPP
5.4	To use data and industry intelligence proactively to inform business decisions and as part of a performance management framework, involving the establishment of robust KPIs and benchmarks		<ul style="list-style-type: none"> <li>○ Improved efficiency;</li> <li>○ Improved service quality;</li> </ul>	<ul style="list-style-type: none"> <li>○ Customer survey;</li> <li>○ Staff survey;</li> <li>○ £ generated;</li> </ul>		▲	▲	DPP
5.7	Implement online booking processes for all Active Schools programmes		<ul style="list-style-type: none"> <li>○ Improved customer service delivery;</li> <li>○ Improved communication with customers;</li> <li>○ Increased sport and physical activity participation;</li> </ul>	<ul style="list-style-type: none"> <li>○ % of activities booked on line;</li> <li>○ Participation statistics;</li> </ul>	▲			DPP / DHAC
5.12	Implement the upgrade to Sage, Sport Aberdeen's financial accounting software		<ul style="list-style-type: none"> <li>○ Improved business efficiency;</li> </ul>	<ul style="list-style-type: none"> <li>○ Staff survey;</li> </ul>	▲			DPP / HFCR

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
5.13	Undertake a review of mobile phone provision in light of new telephony arrangements		<ul style="list-style-type: none"> <li>o Improved business efficiency;</li> <li>o Financial savings;</li> </ul>	<ul style="list-style-type: none"> <li>o Number / type of mobile units deployed / not deployed;</li> <li>o £ savings;</li> </ul>	▲			DPP
5.14	Develop appropriate processes, including staff training, in preparation for the roll out of Skype for Business and SharePoint to improve internal communication throughout the company		<ul style="list-style-type: none"> <li>o Improved business efficiency;</li> <li>o Improved, faster internal communication;</li> <li>o Reduced email use;</li> </ul>	<ul style="list-style-type: none"> <li>o Staff survey;</li> <li>o % of staff using Skype / SharePoint;</li> </ul>	▲			DPP / HHROD
5.15	Develop appropriate processes, including staff training, in preparation for the roll out of a new Telecoms system throughout the company as part of the new ICT contract		<ul style="list-style-type: none"> <li>o Improved customer service;</li> <li>o Improved business efficiency;</li> <li>o Improved, faster internal communication;</li> <li>o Reduced email use;</li> </ul>	<ul style="list-style-type: none"> <li>o Customer survey;</li> <li>o Staff survey;</li> <li>o System statistics;</li> </ul>	▲			DPP / HHROD
5.19	To undertake a review of booking arrangements for Sport Aberdeen venues to maximise opportunities for participation in a range of sports, be customer focused and effective use of business resources		<ul style="list-style-type: none"> <li>o Increase in sport and physical activity participation;</li> <li>o Greater range of sports offered within SA venues;</li> <li>o Increased community access to our venues;</li> <li>o Increase in customer satisfaction;</li> </ul>	<ul style="list-style-type: none"> <li>o Participation statistics;</li> <li>o Number of regular sports bookings;</li> <li>o Number of clubs using SA venues;</li> <li>o Number of hours booked by clubs;</li> <li>o Customer surveys;</li> </ul>	▲			DPP / DCLO
5.20	To review the findings of the ACC Lettings Review undertaken in 2013 and		<ul style="list-style-type: none"> <li>o More efficient lettings process;</li> </ul>	<ul style="list-style-type: none"> <li>o Customer survey;</li> <li>o Utilisation rates;</li> </ul>	▲			DPP

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	implement their recommendations, if still valid and appropriate for the changed landscape		<ul style="list-style-type: none"> <li>o Better utilisation of resources / venues;</li> <li>o Improved customer communication;</li> </ul>					
5.22	Utilise 'How Good Is Our Culture and Sport' self-assessment methodology as part of a continuous improvement programme and plan for an external validation in 2017/18		<ul style="list-style-type: none"> <li>o All staff engaged in the HGIOCS planning and delivery process;</li> <li>o Improved quality of service delivery;</li> <li>o Increase in customer satisfaction;</li> <li>o Increase in partner satisfaction;</li> <li>o External validation of service;</li> </ul>	<ul style="list-style-type: none"> <li>o HGIOCS Improvement / Action Plan;</li> <li>o Internal audit findings;</li> <li>o Partner survey;</li> <li>o External HGIOCS assessment and scores;</li> </ul>	▲	▲	▲	DPP
5.24	To implement a customer engagement strategy, incorporating e-communications, customer feedback processes across all media		<ul style="list-style-type: none"> <li>o Delivery of high-quality customer-focussed services;</li> <li>o Improved customer service standards;</li> <li>o Increases in customer satisfaction levels;</li> </ul>	<ul style="list-style-type: none"> <li>o Customer surveys;</li> <li>o Quest results;</li> </ul>	▲	▲	▲	DPP / DCLO
5.26	To review the TLG contract with a view to agreeing the contract extension as permitted by the procurement route		<ul style="list-style-type: none"> <li>o Longer term improvement planning option;</li> <li>o Reduction in overall contract price;</li> </ul>	<ul style="list-style-type: none"> <li>o £ Investment made;</li> <li>o £ saving on overall contract price;</li> </ul>		▲	▲	DPP
5.27	To provide strategic advice to ACC with regards to developer contributions for new		<ul style="list-style-type: none"> <li>o £ contribution for new or improved sports facilities;</li> </ul>	<ul style="list-style-type: none"> <li>o £ contribution received;</li> </ul>	▲	▲	▲	SLT

NO	ACTIVITY	FSA REF	OUTCOMES	METHOD OF MEASUREMENT	2018 /19	2019 /20	2020 /21	SA LEAD / SUPPORT PARTNERS
	developments within the content of short and medium-term priorities for sports provision within the city							
5.28	Implement recommendations arising from TIAA's internal audit programme to improve overall governance arrangements of the company		<ul style="list-style-type: none"> <li>○ Reduction in exposure to risk arising from HR, financial, operational and legal practices</li> </ul>	<ul style="list-style-type: none"> <li>○ TIAA's internal audit report;</li> </ul>	▲	▲	▲	HFCR
5.29	Integrate the functions of Adventure Aberdeen and Sport Aberdeen to realise the intended efficiencies		<ul style="list-style-type: none"> <li>○ Delivery of high-quality customer-focused services;</li> <li>○ Improved customer service standards;</li> <li>○ Increases in customer satisfaction levels;</li> <li>○ Better utilisation of resources / venues;</li> </ul>	<ul style="list-style-type: none"> <li>○ Customer survey;</li> <li>○ Partner survey;</li> <li>○ £ realised (income and efficiencies)</li> </ul>	▲	▲	▲	SLT

## **8. PERFORMANCE MANAGEMENT FRAMEWORK**

- 8.1 Sport Aberdeen’s performance management framework will utilise a combination of internal and external mechanisms to measure its performance against its business and operational objectives set out in the previous section. This framework will involve all managers within Sport Aberdeen, with results reported to the company’s Corporate Governance Committee on a quarterly basis for scrutiny and challenge and to Aberdeen City Council via the Governance Hub.
- 8.2 A programme of external independent research will also be undertaken measuring the views of customers, non-users and partners.

## **9. RISK MANAGEMENT**

- 9.1 In August 2015 Sport Aberdeen has adopted a risk management strategy following recommendations from its internal auditors and ACC’s Governance Hub. The risk management strategy sets out Sport Aberdeen’s approach to managing risk and promotes the development of an enterprise risk management culture across the company. It has identified itself as a risk-aware organisation in which it actively seeks to identify and address not only the risks to the achievement of its objectives, but also the opportunity risks which will deliver added benefit to the communities it serves.
- 9.2 A strategic risk register forms a key part of both the risk management strategy and its overall governance arrangements, out with this business plan. Individual risks have been identified and a risk rating identified by a combination of their potential likelihood and potential severity. Where appropriate, actions to further reduce the risk to a tolerable level have been identified and implemented.
- 9.3 The risk management strategy requires consideration of risks on a monthly basis by the company SLT, reported to Corporate Governance Committee on a bi-monthly basis and formally reviewed by the latter on a six-monthly basis.

### GLOSSARY OF TERMS

ABBREVIATION	DESCRIPTION
<b>AAP</b>	Active Aberdeen Partnership
<b>Aberdeen Obesity Care Pathway</b>	Clinic patient pathway developed by NHS Scotland for adults and children who are obese
<b>ACC</b>	Aberdeen City Council
<b>A2L</b>	Access to Leisure, the council's concessionary access scheme
<b>ALEOs</b>	Arm's length external organisations
<b>APSE</b>	Association Public Sector Excellence
<b>ASV</b>	Aberdeen Sports Village
<b>Auto Enrolment</b>	New regulations implemented from October 2013 requiring every employer to automatically enrol their workforce into a pension scheme and to make a contribution on their behalf. Sport Aberdeen's implementation date is January 2014.
<b>DPP</b>	Business Development Division
<b>BLC</b>	Beach Leisure Centre
<b>BMI</b>	Body mass index, based on an individual's weight and height, with broad categories ranging from very severely underweight to very seriously obese.
<b>BOD Pool</b>	Bridge of Don Pool
<b>CASCADE</b>	LMIS reporting system enabling interrogation of databases
<b>ClubCAP</b>	Sports club accreditation scheme
<b>COAST</b>	City of Aberdeen Swim Team, currently based at ASV
<b>CPP</b>	Community planning partnership
<b>Cults CSC</b>	Cults Community Sports Complex
<b>DD</b>	Direct debit
<b>HFCR</b>	Head of Finance and Corporate Resources
<b>FSA</b>	Funding and Services Agreement which sets out the services to be provided by Sport Aberdeen in return for its funding from Aberdeen City Council
<b>FTE</b>	Full-time equivalent (37 hours per week)
<b>GP</b>	General Practitioner
<b>HQ</b>	Headquarters
<b>HHROD</b>	Head of HR and Organisational Development
<b>ICT</b>	Information communications technology
<b>LGPS</b>	Local Government Pension Scheme
<b>LMIS</b>	Leisure Management Information System
<b>LTS</b>	Learn to Swim Scheme
<b>NGB</b>	National governing body
<b>NHS</b>	National Health Service
<b>NHS Scotland Healthy Working Lives Award</b>	An awards programme based around health and safety and health promotion within the workplace
<b>DOA</b>	Operations Division
<b>Paths for All</b>	National walking accreditation scheme
<b>PR</b>	Public relations
<b>QUEST</b>	Leisure industry quality mark
<b>SA</b>	Sport Aberdeen

ABBREVIATION	DESCRIPTION
<b>Schools and Community Sports Link Programme</b>	Creating formal links for young people involved in school sport to continue their participation based in leisure facility sports programmes, community based clubs and competitive events
<b>SMS</b>	Short message service
<b>SLT</b>	Senior Leadership Team
<b>DHAC</b>	Sport and Active Lifestyles
<b>SPORTA UK</b>	Sport and cultural membership organisation
<b>Sports Unlimited Academy</b>	Young people’s sports-specific course programme based in leisure facilities
<b>SROI</b>	Social return on investment, a framework for measuring and accounting for a much broader concept of value, based on environmental and social value not currently reflected in conventional financial accounting systems, relative to resources invested.
<b>Ts and Cs</b>	Terms and conditions of employment



**APPENDIX A – SWOT ANALYSIS - SPORT ABERDEEN**

**SWOT – STRENGTHS**

SERVICES / PROGRAMMES	STAFF	PARTNERSHIP WORKING	COMPANY / OTHER
City-wide presence	Health and Wellness Team	Active Schools	Culture of continuous improvement
Membership offer	Retention of staff	Events	Customer retention
Strategic lead for Sport demonstrating trust by ACC	Experienced, trained and qualified staff	Good external links with NHS and third sector	Use of LMIS data
Diversity, number and locations of facilities and services	Willingness to change		Community feedback and support
Diverse programmes			

**SWOT – WEAKNESSES**

FACILITIES	STAFF	MARKETING AND COMMS	COMPANY
Lack of investment in ageing buildings, old equipment and ageing stock	Lack of training and support for staff	Marketing - promotion	
Fitness equipment / offer outdated	Division between HQ and satellite venues	Customer engagement and use of data	Growth of company has been too quick – staff shortages
Too many facilities	Staff wages low compared to competitors	Internal comms	IT system slow and unreliable
Lack of parking at venues			

## SWOT – OPPORTUNITIES

INVESTMENT	MARKETING	PARTNERSHIPS	EXTERNAL
Investment into facilities, equipment, grounds maintenance / golf and IT	Target markets not currently well catered for – students, teenagers, PWDs, tourist sector, corporate markets – programmes and digital development	Linked activities with other providers	Government priorities – national and local
Fitness investment and BLC café revamp as part of proposals	Increasing facility usage – link to loyalty scheme	Expansion of specific health conditions programmes	Sharing good practice / recognising best practice elsewhere
Staff development	Promotion of SA as a charity	New community campus facilities	Accessing external funding – CEM post and external
Expansion of Quest	Foreign language opportunities	Transfer of ACC functions, strategic lead and outstanding reviews	Oil and gas downturn

## SWOT – THREATS

INVESTMENT	PARTNERSHIPS	EXTERNAL	STAFF
Reduced ACC funding, future austerity and its own priorities	Extension of ACC / SA lease	Leisure competitors – especially from budget gym sector and ASV	Structure review and loss of Ops Director
Poor condition of facilities leading to loss of customers and increase in service failures	Change of government at national and local level	Oil and gas downturn – as customers and potential sponsors	Staff turnover / retaining staff
Rationalisation of facilities		Cost of living (for staff and customers)	
		Transport infrastructure improvements – AWPR – fewer visitors	

**APPENDIX B – PESTEC ANALYSIS – SPORT ABERDEEN**

**PESTEC - POLITICAL**

POLITICAL	POLITICAL
National election 2016, local election 2017 – outcome may impact on priorities	Reduction in core funding
Renewal of ACC / SA lease	Changes in legislation
Pressure from councillors	Leisure Asset Review outcome / rationalisation of venues
Perception that SA still linked to ACC	

**PESTEC - ECONOMIC**

ECONOMIC	ECONOMIC
UK recession / economy leading to less disposable income	Oil and gas downturn
Employment levels and increasing costs, including Living Wage costs	Inflation impacting SA in key area of utilities, supplies and services
Unemployment levels	Lower levels of external funding – partly linked to oil and gas sector
People on low wage more likely to have SA membership	Requirement for more competitive marketing for promotion and retention
Cost of living in Aberdeen generally	Low interest rates –but may rise in future

**PESTEC - SOCIAL**

SOCIAL	SOCIAL
Customer attitudes and opinions of Sport Aberdeen and attitudes to health and wellness more generally	Social influence from sports in fashion – Wimbledon, CG2014, Glasgow 2012
Brand name and image	Sports ‘in fashion’ and change over time
Increased use of social media and impact on reputation	Role models
Educational trends	Delivery of customer needs
Ageing population / customer base and increased demand on NHS but need for more intervention based programmes	Changing times – larger families, living at home longer, buying a house later, working longer

**PESTEC - TECHNICAL**

TECHNICAL	TECHNICAL
Advances in technology e.g. iPads used in competitions	IT modernisation / integration, including Wi-Fi
Gym equipment quickly out of fashion	Update of equipment
Online booking potential	Les Mills class programme

**PESTEC - ENVIRONMENTAL**

ENVIRONMENTAL	ENVIRONMENTAL
Impact of the weather on indoor and outdoor venues, especially golf and pitches	Future environmental requirements on SA e.g. increased requirement for recycling
Impact of new legislation may increase SA's costs	Carbon emission reduction requirements
Cycle to Work scheme	

**PESTEC - COMPETITIVE**

COMPETITIVE	COMPETITIVE
Competitors offer attractive packages for joining e.g. HRM, first month free	Competitor offerings e.g. high-quality spa, facelifts etc
Oil companies have their own gyms	ASV / hotels / health clubs
Investment into SA venues required to remain competitive	Pricing policy
Improvement of brand / recognition of brand	A2L
Awareness of competitors / potential competitors	ASV / RGU should become closer partners through Active Aberdeen Partnership

## APPENDIX C – SWOT ANALYSIS – ADVENTURE ABERDEEN

### STRENGTHS

- Strong team with a good working knowledge of AA;
- Good pool of freelance instructors;
- Operate at full capacity (peak periods)
- Satisfied schools and clients;
- Additional demand unsatisfied;
- Multi-generational team;
- Broad knowledge of public and private sectors.

### WEAKNESSES

- Lack of resources (tutors, equipment, buses);
- History;
- Changes impacting adversely on staff morale;
- Turning away work;
- Uncertainty.

### OPPORTUNITIES

- Growth with new employees;
- Work with Aberdeenshire Council;
- More private work;
- Opportunities through Sport Aberdeen;
- More freedom, both operationally and business-wise;
- Forward looking as part of Sport Aberdeen;

### THREATS

- Change causing loss of employees and lower morale;
- Structure unknown;
- Budget cuts;
- Competitors – small local businesses operating across all outdoor disciplines;
- Economic climate.

## APPENDIX D – PESTEC ANALYSIS – ADVENTURE ABERDEEN

### POLITICAL

- Changes to legislation, policy regarding schools, driving licence requirements;
- Council direction;
- Government policy direction.

### ECONOMIC

- Economy – changes in financial situation of AA, SA, Schools and local businesses;
- Downturn in O&G sector in Aberdeen;
- PEF funding.

### SOCIAL

- Health and Wellbeing focus;
- Social trends;
- Working with social partners;
- Council;
- Political agenda.

### TECHNICAL

- Social media and platforms used to create business;
- Systems – booking, advertising etc;
- Broadband / communication / advertising;
- Update required.

### ENVIRONMENTAL

- Weather;
- Locations;
- Cromdale limitations;
- Education sector;
- Carbon footprint.

### COMPETITIVE

- Lots of local competitors – Aviemore based, Aberdeenshire, all looking at options for outdoor education;
- Greater choice.