

# ASV STRATEGY 2030

FEEL BETTER





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# INTRODUCTION



We are grateful to so many for this visionary and inspiring strategy. Friends, allies and collaborators as well as industry leaders, our customers and staff have all made significant contributions. The document reflects their thoughts, hopes and aspirations and sets a clear direction for the future.

The world has changed and will continue to do so. Our strategic focus has shifted and so we will adapt to the societal and environmental challenges we face by continually learning and innovating.

ASV provides a sense of place at the heart of our community. Under this strategy and within our village, we will play our part in addressing many of the challenges that impact health and wellbeing. We understand the wide variety of expectations our existing and new customers may have and we intend to provide each with a high quality, enjoyable experience. An experience that's personal, helps you feel better and makes you want to return.

Crucial to our success will be the ability to attract and retain the right people for Team ASV. The strategy has a strong focus on our team with the ambition to create the best place to work, underpinned by our values and what we truly believe in. Part of this ambition will be to create the right environment to develop the industry's leaders of tomorrow.

This strategy is written first and foremost for our staff and customers. It is not written in the style of a traditional corporate document, we made sure of that. We are Aberdeen Sports Village with an abundance of personality and positivity to share and we want that to be evident within these pages.



**NOW LET'S MAKE IT HAPPEN.**



A photograph of the Aberdeen Sports Village, featuring a large, modern building with a curved, glass-paneled roof. In the foreground, a red running track curves around a green field. The sky is blue with some clouds, and a bright sun is visible in the upper right corner.

WE EXIST AS

aberdeen sports village

**THE HOME FOR SPORT...**

IN THE BEAUTIFUL CITY OF ABERDEEN

Our Mission, put simply; to encourage as many people as possible, regardless of age or ability, to use our exceptional facilities by promoting a message that belonging to a sporting club or group or exercising regularly in whatever way you choose will always leave you feeling better.



# THE ASV *EXPERIENCE*

Within ASV experiences are made. These can't simply be measured by numbers through the doors but instead by the hundreds of smiles that break out every day. These countless experiences, facilitated by our exceptional team will be constantly refreshed and developed to meet the diverse needs and expectations of our users.



# THE ASV EXPERIENCE

When it comes to experiences we will make the following commitments:

## For Everyone in the Community

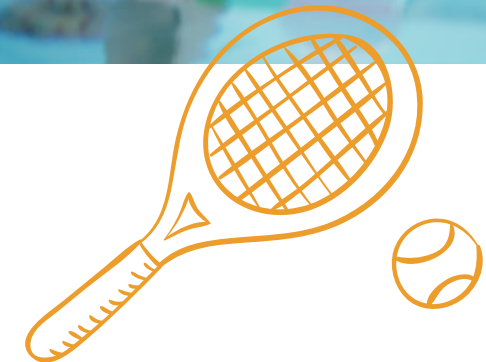
We'll understand and connect with our customer base to ensure that regardless of age, background or ability, there's something for everyone at ASV. We'll break down barriers and find ways to attract new users and delight and retain our existing customers. We'll particularly focus our attention on children and young people and those who might otherwise find access difficult.

## For Students

We'll live up to our reputation as the home of Student Sport, at whatever level they want to participate. We'll do this by forging multiple, meaningful and lasting relationships with each new cohort.

## For Club Sport

We'll aim to be the home of Club Sport for numerous bodies, building strong relationships and creating a supportive environment in which clubs can thrive. We enthusiastically help identify, nurture and support local talent.



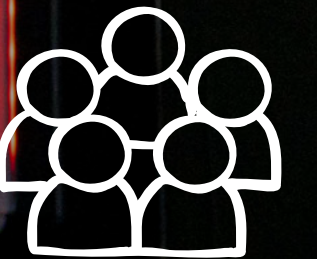
## For Performance Sport

We'll nurture and facilitate Performance Sport and the pursuit of excellence. We will work alongside **sportscotland**, the University of Aberdeen and the city partners to maximise the performance development environment for local athletes, and to promote the inspirational benefits this can bring.

## Excellence in Customer Service

At all times and in whatever situation, we will work tirelessly to ensure that those who use our facilities leave feeling satisfied, with a smile on their face. On the rare occasions where we fall short of expectations we'll actively seek feedback to help us get it right next time.





CREATING THE BEST PLACE

# TO WORK

ASV aims to create a culture in which all employees feel proud, engaged and motivated. We will be champions for inclusion and diversity and aim to be the employer of choice for a myriad of reasons including scope for personal development, positive employee relations and exemplary terms and conditions in our sector.



# CREATING THE BEST PLACE TO WORK



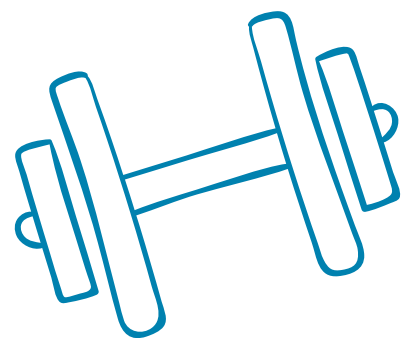
When it comes to creating the best place to work we will make the following commitments:

## Culture

We'll work to develop strong, inspirational leadership throughout our workforce. In collaboration with our Team we'll create an Employee Charter, outlining what each staff member, in whatever role and at whatever level must embrace in order to create a happy, healthy work climate. The Charter will reflect our team values and will be subject to review every two years.

## Communication

Our team will not be left wondering "What's going on?" and when change is afoot we'll want them to be a part of shaping it. Telling our numerous stories and sharing information in-house will be regularly scheduled and consistently formatted. In addition we'll develop multiple channels for two way dialogue and feedback with transparency and honesty at the heart of all our efforts.



## Training

We'll provide staff with a range of opportunities such as mentoring, shadowing colleagues, exchanging roles on a temporary basis as well as undertaking accredited formal training. In all cases the focus of the learning will be to ensure that:

- Our team values are delivered
- The high expectations we have for ASV are met
- Staff feel empowered, truly engaged and motivated to reach their potential
- Individuals are stretched and experience personal growth
- Jobs and working lives are enriched
- Career paths and succession plans are enabled



A photograph of four people, three women and one man, standing together and smiling. They are wearing dark blue zip-up jackets with the 'Aberdeen Sports Village' logo on the left chest. The man in the back row is wearing a red jacket. A white heart outline is drawn over the group. The text 'OUR TEAM BELIEFS & VALUES' is overlaid on the left side of the image.

# OUR TEAM **BELIEFS & VALUES**



# WHAT WE **BELIEVE IN**

- **Wellbeing and health improvement** at the heart of what we do
- The benefits of a **sense of belonging** within our **special place**
- **Diversity** and being an **inclusive, accessible** place for the whole community
- Encouraging **fun, play** and **enjoyment** regardless of age or level of ability
- Making things happen through **partnerships** and **collaboration**
- Supporting **talent, performance, excellence** and its pursuit
- **Never standing still**, always looking for ways to **improve**





## Customer Commitment

- Warm, welcoming and friendly
- Can do/solution-focused attitudes
- Here to help
- Building loyalty and trust
- Maintaining the shine on our world class facilities

## Self-improvement

- Pursuit of learning
- Willingness to try
- Stretch targets without fear of failure
- Rolling up our sleeves
- Accepting and appreciating the support of others

## One Team

- A shared vision and common goals setting our direction
- Mutual respect and understanding
- Inclusivity for all staff, partners and associates
- Positive interactions
- Collaborative approach
- Sharing our successes and showing our appreciation

## Care & Compassion

- For oneself
- Respectful and considerate in all our interactions
- Conscientious
- Respect for the environment
- Respect for the local community







## PROMOTING GROWTH AND **INNOVATION**

ASV will innovate and always seek to stand out in our sector. We'll generate and experiment with new and exciting ideas and always be prepared to share our learning. We intend to challenge the traditional norms and be alert and responsive to societal needs and changes, whilst at all times focusing on our long term sustainable future.



# PROMOTING GROWTH AND **INNOVATION**

When it comes to promoting growth and innovation and looking after our sustainable future we will make the following commitments:

## **Growth in the variety of experiences we provide and in those participating and reaping the benefits**

We won't be content to just measure the numbers, we want to delve into the stories of positive outcomes, to show what is possible and in so doing, inspire others. We'll also continually seek feedback from our users and use this to inform our improvements.

## **Forging Partnerships that deliver**

We'll maximise the benefits of our unique joint venture, finding common ground and shared ambitions e.g. enhancing the student experience, addressing a societal need or supporting those at a disadvantage in our community. We'll seek to make a contribution in the plans of others, collaborating with many partners to ensure we share and make best use of networks, skills sets, infrastructure, environments and resources.

## **Delivering outstanding Events**

We'll host a range of events and always ensure these are memorable for athletes, enjoyable and accessible for spectators, good for our community and great for the city.

## **Good Business Decisions based on Sound Data**

We'll use the range of data available to us to track trends and changes in demand and provide evidence and intelligence in our reporting. We'll always collect and share data in a transparent and appropriate fashion and will be committed to using it sensitively and as an integral part of our ongoing decision making.

## **Working SMARTER not harder to achieve results**

In our efforts to continually improve we will create internal think tanks, harnessing the know-how of our staff and customers to find better ways of doing things. We'll be open to experimentation, celebrating our successes and ever ready to learn from our mistakes.

## **Using Technology to Enhance Customer Experiences**

We'll seek to maximise the benefits technology can bring, whether this is derived from intelligent data capture or measuring individual performance, we'll always aim to be at the cutting edge in this regard.

## **Increase the use of our amazing space**

We'll tirelessly manage the balancing act of accommodating all our users, constantly looking for new ways to achieve this, while at the same time facilitating new opportunities in any free space or down time.







# WE ARE **ACCOUNTABLE**

In ASV we take our responsibilities very seriously, the pillars of Environmental, Social and Corporate Governance inform everything we do. We will be committed to horizon scanning for best practice, adopting new approaches if we believe them to be beneficial to our sustainable future.



# WE ARE **ACCOUNTABLE**



In all areas we will be open to transparent scrutiny and accountability.

In addition ASV want to be a leading light in our sector in these crucial aspects of business:

- Financial Management & Planning
- Risk Management
- Marketing & Communications
- Information Technology
- Human Resources
- HSEQ
- Customer Service



We'll submit our professional practice to internal and external audits and reviews, aiming for exceptional standards, at all times and in all areas.



SAVING THE PLANET –



# **PLAYING OUR PART**

Because we believe that there's no bigger emergency than the climate emergency we want to fully play our part. An establishment like ours has more challenges than most and that means more opportunities to make a difference.





## SAVING THE PLANET **PLAYING OUR PART**

When it comes to saving the planet we want to dramatically reduce our environmental impact such that we are an exemplar in our sector.

We'll work with the experts to establish an accurate baseline, becoming our own experts in the process. Thereafter we'll commit to a measurable reduction of significant proportions year on year throughout the life of this plan.



A photograph of a group of people in a meeting. In the center, a man with short dark hair, wearing a dark green t-shirt, is smiling and looking towards the camera. He is surrounded by other people whose faces are partially obscured or out of focus. To his left, a woman with long brown hair and glasses is seen from the back, wearing a red shirt. To his right, a man with short dark hair is seen from the side, wearing a grey shirt. The background is a bright, modern office space with large windows and a green circular light fixture on the wall.

# TELLING OUR ***STORY***



# TELLING OUR **STORY**



Here at ASV we have so many stories to tell. They're mainly about the smiles we mentioned earlier, about how we make people feel.

Since we have a ring-side seat in seeing this happen, and a large collection of fact-based data as evidence, we know these stories are true and they are powerful. We want to share this knowledge as widely as possible, to make others smile and feel inspired to take part, to do more, to feel better.

We're ready to be a local, vocal advocate for physical activity and social engagement in the promotion of health, wellbeing and happiness. Whenever and where-ever you hear this being talked about ASV will aim to be part of the conversation.



Within these pages we set out an exciting and successful future for ASV. One that impacts lives; and that means everyone associated with this special place.

During its lifespan we'll see children grow into young adults who play sports, generations of students embrace ASV as part of their student life, numerous athletes go off to achieve great things on the world stage and many of our colleagues develop their careers and become the leaders of tomorrow in this industry.

Everything that's set out here has a simple purpose, for all the hundreds of thousands of people who will come through our doors, regardless of the who, why, or when, we want them to leave feeling better.

***"There is no situation, there is no age and no condition where exercise is not a good thing."***

Chief Adviser to the UK Government  
Professor Chris Whitty 2020





