

ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held at 10:00 via Teams on Friday 18 June 2021

Name		Title	Initial
Present:			
Kenneth	Fraser	Independent Director - Chairperson	KF
Alan	Rae	Independent Director	AR
Bill	Duff	Council Director	BD
Lynne	Devine	Council Director	LD
Ronnie	Proctor	Council Director	RP
Mark	Gilmartin	Independent Director	MG
Derek	Wann	Council Director	DW
Kenny	Christie	Independent Director	KC
Kirsty	Hunter	Chief Executive	KH
Robbie	Francis	Company Secretary	RF
Kevin	Lumsden	Angus Council Finance Manager	KL
Gordon	Cargill	Service Leader Angus Council (Governance & Change)	GC
Lynne	Haxton	Adult and Community Physical Activity Lead	LH
Jeanie	Scott	Culture Radar	JS
Graham	Thom	Board & Executive Assistant	GT
Apologies:			
Tam	Ferry	Independent Director	TF
Colin	Knight	Senior Manager Sport and Leisure	CK
Iain	Stevens	Senior Manager Business Management and Development	IS

Item No	Note
1.	<p>Welcome & Apologies</p> <p>KF welcomed everyone to the meeting and noted apologies.</p> <p>Apologies: Tam Ferry, Iain Stevens, Colin Knight.</p>
2.	<p>Declarations of Interest</p> <p>Directors were asked to consider whether they had any declarations of interest in relation to any item on the agenda for the meeting.</p> <p>No declarations were made.</p>
3.	<p>13_21_Angus Cultural Strategy Publication and Implementation</p> <p>JS thanked the Board for the opportunity to work as partner on this important project and noted the Board's decision to keep working on the project throughout the pandemic showed good commitment to sector.</p> <p>JS provided a background overview of the development of the Angus Cultural Strategy including the research and consultation processes. She noted the development of the website and its content had allowed progress and interim reports to be shared with the key stakeholders throughout the process. It was highlighted the strategy reflects the views and opinions of partners who are keen to showcase what Angus has to offer culturally and are passionate about what can be achieved in the area. Mapping exercises highlighted the large number of cultural and heritage assets throughout Angus in addition to ANGUSalive's own extensive portfolio.</p> <p>JS highlighted the four key opportunities identified within the strategy and these are:</p> <ul style="list-style-type: none"> • Building ambitious cultural regeneration and rural ecotourism • Developing a community-driven, cohesive, region-wide cultural programme • Driving young peoples' cultural entitlement, confidence and skills • Sector capacity building – value for money

JS noted that in terms of the strategy itself, it will be based on six key pillars. These are:

1. Vision
 - Everyone in Angus has pride in, values and shares our rich heritage and contemporary cultural offer
2. Mission
 - Angus is internationally recognised as a thriving, sustainable and innovative cultural region embracing its communities and welcoming visitors
3. Needs
 - Nurture & Protect
 - Access & Inclusion
 - Sustain & Develop
4. Priorities
 - Place
 - People
 - Culture & Heritage Economy
5. Aims
 - Culture is transforming Angus
 - Culture is empowering Angus' communities
 - Culture is adding value to the Angus economy
6. Guiding Principles
 - Work collectively
 - Champion our strengths
 - Look outwards
 - Be bold
 - Embrace digital
 - Follow best practice

JS updated the Board on how the strategy will be delivered, its governance, resource and partnerships which should be put in place between June and December 2021. She highlighted the strategy's recommendation for using a consortium model as this brings together and represents key partners and ensures collective ownership. The consortium model also allows a greater degree of flex to deal with changes in moving forward to meet challenges.

There was discussion about the level of engagement with the consultation process and some of the wording in the document. Directors also discussed possibilities for ecotourism linking with the Cairngorms National Park, a bid for City of Culture 2025, and the potential routes to attract investment such as linking with the COP26 event in Glasgow.

	<p>KH confirmed we are part of a joint application to the Climate Beacons fund and are working on the second stage of the bid after getting through the first phase of the process.</p> <p>Directors discussed approaches to increase involvement levels and participation of young people in cultural events and spaces.</p> <p>Directors were asked to note the progress to date and to approve the Angus Cultural Strategy and also ANGUSalive's contribution to its delivery.</p> <p>Decision: All directors present approved the proposals made in this report.</p> <p>JS left the meeting.</p>
<p>4.</p>	<p>14_21_Sport & Physical Activity Framework Publication and Implementation</p> <p>LH gave an update on the Sport & Physical Activity Framework progress. She provided a recap of the consultation process and noted work is continuing to align to the National Framework.</p> <p>LH advised future work includes implementation of the five key themes:</p> <ol style="list-style-type: none"> 1. developing a skilled network of people, 2. ensuring sport and physical activity is accessible for all in Angus, 3. developing seamless pathways between schools and clubs, 4. helping communities to be empowered, 5. ensure PE is delivered at the highest standard for all children in Angus. <p>LH noted each key theme has a working group which is tasked with creating an action plan for how each outcome will be delivered and will be held accountable for its successful implementation. Each working group will be overseen by a strategic lead and chairing responsibilities will be offered as a development opportunity to those involved.</p> <p>LH highlighted the next steps will include a soft online launch on Monday 19 July 2021 which may be followed with a hard launch in September 2021 once restrictions have eased for gatherings in person.</p> <p>There was discussion around provision within the framework for older adults.</p>

	<p>LH confirmed that as part of the consultation process, work had been done with community sports hubs about providing for older adults, but they had highlighted internally this was an area which required more detail and would be part of the planning process moving forward.</p> <p>LH invited KC to join the Steering Group overseeing the strategic elements of the implementation. KC thanked LH and accepted this position as the Board representative.</p> <p>The Board were asked to note the progress to date and confirm their support of the proposed next steps.</p> <p>Decision: All directors present approved the proposals made in this report.</p> <p>LH left the meeting.</p>
<p>5.</p>	<p>Minutes of Full Board Meeting on Friday 16 April 2021</p> <p>Directors were asked to consider whether the minute of the previous Board meeting provided an accurate representation of the meeting. RP proposed that the minute was accurate, and LD seconded.</p> <p>Matters arising</p> <p>KH referenced the action to bring the risk update overview and advised it will be carried forward to 24 September 2020 Board meeting since the Risk Management Review Group has not met again since the report was last presented.</p> <p>ACTION: IS to provide risk update overview to next Board meeting.</p> <p>KH A management structure had been requested and this will form part of the leadership review paper in this meeting.</p> <p>KH had noted that any urgent spending requests for the R&R fund would be brought to this meeting but there were none of this nature so a full suite of proposals will be presented at a future meeting once consider by the team.</p> <p>It was confirmed that KL would provide Directors with a finance overview at the next Development Day. Directors were asked to provide GT with information if there was any specific content they wished to cover in this session.</p>

	<p>PM had been requested to produce a timeline for the Transformation Project which will be presented at this meeting.</p> <p>TF had requested the minute of previous Board meetings be uploaded to the ANGUSalive website. GT confirmed this had now been done.</p>
<p>6.</p>	<p>Minutes of Recovery Briefing on Friday 04 June 2021</p> <p>Directors were asked to consider whether the minute of the previous Board meeting showed an accurate reflection of the meeting. LD proposed that the minute was accurate, and MG seconded.</p> <p>Matters arising</p> <p>KH noted that contact has been made with Kirriemuir Rotary Club and we are awaiting invite details from them. RP will contact the club to help this process.</p> <p>GT confirmed the requisite information had been forwarded to RF to confirm MG's appointment to the CLT Trading Sub-Committee.</p> <p>KH confirmed the video to launch RSA Ages of Wonder Exhibitions at Meffan Museum & Art Gallery and Montrose Museum is finalised. KH thanked Kenny Christie for his contribution and noted there are visitors booked in already so hopefully this nationally significant flagship exhibition will help to encourage visitors indoors over the next six months.</p> <p>KH provided an update on the current staffing situation in Countryside Adventure, further to extensive detail shared at Recovery Briefing #01 on 4 June 2021. She noted the Countryside Adventure Recovery Manager is in post and working to advance plans with the team, all seasonal posts are filled, and Kickstart Scheme recruitment is underway.</p> <p>KH confirmed work is continuing in conjunction with Angus Council's Reservoir Manger to reduce water levels in the reservoirs at Monikie and Crombie Country Parks. We have engaged with the Risk, Resilience, and Safety Team who will undertake a full Health & Safety audit when they have capacity.</p> <p>LD noted there has been vandalism around Forfar Loch.</p> <p>KH acknowledged this and confirmed we have been working in partnership with both Angus Council and Police Scotland towards improving this situation.</p>

	<p>GC highlighted he had been made aware of the communication from a member of the public relating to Countryside Adventure. He asked for assurance from KH and the Board that, in relation to the Services Specification, all processes have been followed specifically the process of Managing Workforce Change.</p> <p>KH confirmed the Services Specification, with the exception of COVID-19 related restrictions and the work on the reservoirs which ANGUSalive and Angus Council have both confirmed sits with Angus Council Roads Department, is being delivered. She added that Managing Workforce Change requirements had been exceeded and we had been guided by Angus Council HR team throughout the Organisational Review.</p>
<p>7.</p>	<p>Chief Executive Verbal Update</p> <p>KH highlighted the Summer Holiday programme is live and to date there has been a good uptake from young people.</p> <p>KH noted the RSA Ages of Wonder exhibition is opening from Saturday 19 June 2021 at Meffan Museum & Art Gallery and will then open in Montrose Museum from Saturday 26 June.</p> <p>KH confirmed there has been good customer engagement and uptake with the various land and water based activities on offer through Countryside Adventure and encouraged Directors to have a look at the marketing and communications material to get a flavour of the excellent work by the team in providing outdoor activities.</p>
<p>8.</p>	<p>15_21_Finance & Audit Sub-Committee Information Report</p> <p>BD provided Directors with an overview of the Finance & Audit Sub-Committee held on Friday 11 June 2021.</p> <p>BD highlighted the external auditors are satisfied so far and are continuing to progress the audit. He provided a summary of the Finance Update and 2020/21 Year End Draft Statements which were covered by KL. Points to note were the Going Concern position which is currently positive but will become more of a challenge since the 12-month rolling period from the date of annual accounts signing is beyond March 2022, after which the Angus Council support package is no longer confirmed.</p> <p>Directors discussed the pension liability which KL noted is the biggest cost but is a notional number dictated by the actuary for the pension fund using statistics to predict what the pension cost would be for those currently retired and future indicative costs.</p>

	<p>KH noted this pension liability figure can change significantly from year to year and is not indicative of current performance of the charity and this is articulated in the corporate annual report to help explain the difference to our partners, customers and stakeholders.</p> <p>BD highlighted that from the reports presented at the Sub-Committee meeting, it may be necessary during 2021/22 to access some of the Council support package for the charity to remain a going concern. One issue is the vastly reduced amount being claimed through the CJRS along with all salaried employees receiving 100% wages whilst income levels are still significantly lower than pre-Covid.</p> <p>KH added we are working with KL and his team to finalise revenue budgets for 2021/22.</p> <p>KL noted the draft group statement will go to Angus Council to be incorporated as part of their own draft group accounts for scrutiny and audit purposes.</p> <p>BD noted internal audit approved ANGUSalive Project Management process with no improvement recommendations.</p>
<p>9.</p>	<p>16_21_Junior Membership</p> <p>KH reminded the Board the bACTIVE Membership structure had previously been reviewed with Board and changes approved for implementation from 1 January 2021. She noted that due to lockdown and closure of our facilities until 26 April 2021, it was agreed to provide extra time for the current bACTIVE membership structure to become more established before making further changes. The one exception to this was for the Learn to Swim programme.</p> <p>KH confirmed that currently, if a child is not a bACTIVE member, they buy blocks of lessons and the block must be paid in full prior to lessons commencing. This is administratively time consuming for employees to manage and does not fit well with the new Scottish Swimming Learn to Swim Framework. We will therefore be introducing a new direct debit option which will only cover the Learn to Swim programme and this will go live in August 2021. In addition to their swimming lessons, participants will also have access to all ANGUSalive swimming pools to practice their skills between lessons. With this transition we will also launch a new 'parent Portal' which will allow parents and guardians to view the participants progress as they move through the levels. There continue to be the option to have a Junior bACTIVE membership which includes other junior activities across our venues in addition to swimming lessons.</p>

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	<p>MG asked if there were any disadvantages to the new method of payment and whether anyone may be excluded because of this change.</p> <p>KH confirmed there will be a contingency method of payment in the case someone does not having a bank account and noted that ANGUSalive are favourably priced for Learn to Swim in comparison to other leisure trusts. She added that as part of the wider challenge of engaging children from low income families, work is being undertaken to engage various partners in order to provide free swimming for affected households. This may include using funding obtained through the Summer of Activity fund to provide an annual membership for affected children.</p> <p>KF suggest we take this discussion to a development day.</p> <p>AR noted there are a number of charities which will give to charities such as ANGUSalive for this express purpose and asked if there are any fund raising activities we can carry out internally.</p> <p>The Board were asked to note the information contained within the report and approve the proposed next steps.</p> <p>Decision: All directors present approved the proposals made in this report.</p>
<p>10.</p>	<p>17_21_Transformation Project Timeline</p> <p>GC provided some background context on the Transformation Project timeline.</p> <p>GC confirmed the next ANGUSalive Update report is going to Angus Council for consideration on 24 June 2021. This report will be issued to Elected Members today and shared with the Board once available.</p> <p>GC noted the report covers the interim operating position and also the temporary return of three venues (Reid Hall, Montrose Town Hall and Arbroath Community Centre) to Angus Council for the provision of NHS COVID-19 vaccination centres until September 2021. Loss of income from these venues is acknowledged and it is expected the end date for the hand back period is likely to be extended. Due to this uncertainty it has been agreed ANGUSalive will not take bookings in these venues until 2022.</p> <p>GC advised Elected Members will also be asked to provide delegated authority to the Director of Finance to release funds from the Council support package to the charity over the recess should they be required.</p>

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	<p>GC provided an overview of the Transformation Project timeline along with some key milestones of where we should be in order to get the updated position ready for April 2022. He noted that while this is the end of the first phase, it is short term and more work is required to establish medium- and long-term goals.</p> <p>GC added that ongoing recovery from COVID-19 is a key risk and workstream proposals need to be available by September 2021 and the ANGUSalive business plan, which is a key part of governance procedures, should be drafted to share with Angus Council during October 2021. Angus Council legal team will provide support to get new Services Specification but from an ANGUSalive Board perspective, we may need independent legal advice.</p> <p>KF asked if the Transformation Project could be included in Development Day and noted the good partnership working between ANGUSalive and Angus Council on this project.</p> <p>BD added this is a fluid situation and initially based against status-quo, but it is becoming clearer that there will be a much longer-term recovery period and Covid will continue to have an impact for the foreseeable future.</p> <p>ACTION: GT to add the Transformation Project to the agenda for the Development Day.</p>
11.	<p>18_21_Creche Review Progress Report</p> <p>KH noted the Creche Review has concluded. She confirmed we have successfully redeployed six of the nine affected employees to suitable alternative roles in the charity on the same grade or higher. Employees have maintained or increased their hours, apart from one who requested to reduce their hours due to other commitments. Of the three employees who took voluntary redundancy, two have also accessed their pensions through early retirement.</p> <p>KH acknowledged the process had taken longer than originally scheduled due to unavoidable changes to the Service Review Lead due to personal circumstances.</p> <p>KH highlighted the closure of the Creche service will provide an annual saving of approximately £116k. This will however be slightly less in 2021/22 due to the voluntary redundancy and early retirement payments and the payment of employees during their redeployment period. This will help deliver the additional £158k required as a result of increase in the management fee saving (£458k rather than £300k) required by Angus Council in 2020/21.</p>

<p>12.</p>	<p>AOCB</p> <p>None</p>
<p>13.</p>	<p>Leadership Review - Exempt</p> <p>A proposal for the new management structure of ANGUSalive was presented to the Board and was discussed in depth by the Directors.</p> <p>The proposals contained in the report were unanimously approved in full and are to be actioned immediately.</p>
<p>14.</p>	<p>Date of next meeting</p> <p>Full Board - Friday 24 September 2021</p>