

# ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held at 10:00 via Microsoft Teams on Friday 18 February 2022

<b>Name</b>	<b>Title</b>	<b>Initial</b>
<b>Present:</b>		
Kenneth Fraser	Independent Director - Chairperson	KF
Alan Rae	Independent Director - Vice	AR
Bill Duff	Council Director	BD
Lynne Devine	Council Director	LD
Ronnie Proctor	Council Director	RP
David Lumgair	Council Director	DL
Kenny Christie	Independent Director	KC
Tam Ferry	Independent Director	TF
Derek Waugh	Independent Director	DW
Robbie Francis	Company Secretary	RF
Kirsty Hunter	Chief Executive	KH
Colin Knight	Senior Manager Sport and Leisure	CK
Iain Stevens	Senior Manager Business Management and Development	IS
Kevin Lumsden	Angus Council Finance Manager	KL
Jessica Curran	Angus Council Finance Team Leader	JC
Vivien Smith	Angus Council Director of Strategic Policy, Transformation and Public Sector Reform	VS
Graham Thom	Board & Executive Assistant	GT
<b>Apologies:</b>		
Gordon Cargill	Angus Council Service Leader Governance & Change	GC

Item No	Note
1.	<p><b>Welcome &amp; Apologies</b></p> <p>KF welcomed everyone to the meeting and noted apologies. He introduced DW who has joined the Board as an Independent Director and welcomed him to his first meeting. JC and VS were welcomed to the meeting.</p> <p><b>Apologies:</b> Gordon Cargill</p>
2.	<p><b>Declarations of Interest</b></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>BD and LD noted they are currently undertaking shadow budget work, including consideration of the ANGUSalive management fee, in their capacity as Councillors. RP and DL noted they are involved in budget setting by the Council Administration which includes our funding and savings to be delivered through the Council change plan.</p>
3.	<p><b>Minutes of Full Board Meeting on Friday 10 December 2021</b></p> <p>Directors were asked to consider whether the minute of the previous Board meeting provided an accurate representation of the meeting. LD proposed the minute was accurate, and RP seconded.</p> <p>KL noted a typo in Section 10 - Business Plan. GT to amend and republish in BI.</p> <p><b>Matters arising.</b></p> <p><i>Client Representation</i></p> <p>KH noted Director disappointment that at the Board meeting on 10 December 2022 there was no representation from the Council was subsequently raised with the Client. VS is in attendance today to ensure Council representation.</p> <p><i>AED Training</i></p> <p>KH noted AED training in libraries has not been progressed and this action will be carried forward.</p> <p><b>ACTION:</b> KH to provide an update on AED training in our libraries at a future meeting.</p>

*Performance Management*

IS reported there are two ongoing performance management projects for Communication & Reporting, and Data Analysis facilitated through Flexible Workforce Development Fund training provided by Dundee & Angus College. He highlighted project updates will be provided to the Executive Team on 21 February 2022 and will then be progressed and linked into Angus Council and their performance reporting. A verbal progress update will be provided at the next Board meeting.

**ACTION:** IS to provide a verbal update on performance reporting at the Board meeting on 24 June 2022.

*Digital Strategy*

KF asked how the digital strategy for Museums, Galleries & Archives will be reported to the Board. KH noted this work is ongoing and can be discussed in more depth at the Director Development Day on 18 March 2022. She highlighted some of the benefits of digital projects include, for example, provision of improved online access to the museum and archive collections catalogue which is currently limited. An exemption has now been signed for ANGUSalive to procure the Axiell Collections Management System which will move both museums and archives onto an integrated solution and make them accessible remotely through a single system. She added the wider digital strategy forms part of the Montrose Reimagined project and is linked to the work being undertaken with Studio Arc.

*Transformation Project*

GT has added the Transformation Report to BI and Directors were informed of this.

*Corporate Annual Report*

KH noted the corporate annual report for 2020/21 had been shared with Directors who were asked to email any feedback and their agreement for publication of the document by 17 December 2022. Directors approved the corporate annual report 2020/21 which has now been issued internally to all colleagues with a message from the Chief Executive. Our corporate annual report has also been sent to the Client who has provided a covering report and it will be presented at the next council Scrutiny & Audit meeting on 01 March 2022. Following this, it will be published to external partners, communities, and stakeholders.

*ANGUSalive Policies*

GT emailed Directors asking for them to review the policy documents and confirm their agreement with them by Friday 17 December 2021. Directors reviewed the policy documents offline and submitted their agreement via email.

	<p><i>Director Recruitment</i></p> <p>GT emailed Directors on the Nominations Committee links to the applicant information and issued meeting invites for both shortlisting and interview sessions. This process is now complete and DW was appointed to the Board of Directors on 14 January 2022.</p> <p><i>Employee benefits</i></p> <p>KF asked about the level of uptake of bACTIVE membership which is now free to all employees. KH noted feedback from employees has been very positive and there is a good level of uptake. CK confirmed uptake was 96 in January and another 21 in Feb so 117 in total to date. He added membership uptake overall for January 2022 had been positive with people taking advantage of the promotional offer. TF asked how new membership levels compares to January 2020. IS confirmed sales in January of the previous 3 years were: 2020 = 416, 2021 = 6, 2022 = 657 (including free employee memberships).</p>
<p>4.</p>	<p><b>Chief Executive Update</b></p> <p><i>Service disruption due to adverse weather</i></p> <p>KH noted due to current storm conditions being experienced today, we have been forced to close Webster's Sports Centre, Forfar Community Campus, and Kirriemuir Library since employees are unable to travel safely to their sites.</p> <p>CK provided an update on the damage caused by the recent storms, particularly to trees in the Country Parks. He noted there are ongoing communications with customers and the general public to warn of dangers in the parks. He added work is being undertaken to assess blockages in the reservoir systems and a contractor is being consulted to provide a timeline and quote for dealing with some of these issues. Directors discussed the challenges presented by the ongoing adverse weather conditions including incidents where the public are ignoring the barriers and signage.</p> <p><i>Recovery</i></p> <p>KH advised that information from Community Leisure Scotland indicates we remain at a similar level of recovery, in terms of pre-Covid membership levels, as most Trusts in Scotland. bACTIVE levels are moving very slowly in a positive direction and are now not expected to increase significantly prior to year-end. She added other Trusts are also in a similar situation in terms of cuts to their management fee or equivalent funding for 2022/23.</p> <p><i>Theatre</i></p> <p>KH highlighted the comedian 'Jimeoin' is first show back in the theatre since the last period of closure and the current 400audience capacity is sold out. She noted a promotional campaign is currently on in this area of the business to promote a busy schedule of upcoming shows and events. The pantomime is set to return this year, so Directors and the Client are encouraged to reserve 10 December 2022 in their diaries to attend the opening night performance.</p>

	<p><i>Museums, Galleries &amp; Archives</i></p> <p>KH noted new exhibitions featuring a selection of works from the Collection, James Watterston Herald and Angus Guildry Panels in the Meffan Museum &amp; Art Gallery and James Gray Low in Montrose Museum, are now on display for visitors to enjoy. Recent work by Norman Moseley opened last week in the Brothick Gallery in Arbroath Library and we are the final month of Make Meet Collaborate, a touring exhibition of new works created by makers participating in the Applied Arts Scotland international exchanges project, which has been exhibited at Carnoustie Library since November 2021. Landing the Catch, an exhibition of black and white photographs taken by the late Jonathan Ogilvie, is on show at the Signal Tower Museum.</p>
<p>5.</p>	<p><b>Finance &amp; Audit Information Report</b></p> <p>BD highlighted the key financial information contained within the report. Directors discussed the budget process in terms of yearend underspend and consultation for allocating the next year's budget. KH confirmed operational surplus is carried forward and a decision is made by Directors and the Executive Team for how this will be divided between the R&amp;R Funds and the reserves. BD highlighted the R&amp;R Fund was previously held entirely on the Angus Council side but now some of this fund is held by ANGUSalive.</p> <p><i>HR Support</i></p> <p>BD highlighted one of the discussions at the Finance &amp; Audit Sub-Committee meeting was about ongoing issues with regards the HR support service provided through Angus Council. It was agreed to escalate this issue to full Board.</p> <p>KH advised a decision was taken by Directors at the Finance &amp; Audit Sub Committee on 10 September 2021 to approve Option 1 for consolidation of the Scottish Local Government Living Wage within the pay and grading structure. This decision was communicated with HR colleagues at the meeting and also confirmed via email so Trade Union consultation could be undertaken. However, in a meeting with Trade Unions on Wednesday 24 November 2021, it was highlighted by the Trade Unions that this information had not yet been provided to them by Angus Council. HR colleagues subsequently confirmed the information had not been shared because the 2021/22 Pay Award was higher than anticipated so the proposal would need to be reworked to consider the implications and it was highly likely that new options would need to be presented to Board for consideration. Additionally, although an early draft of the Homeworking Policy had been shared with ANGUSalive, we did not have sight of the finalised workstyle proposals before they were shared with Angus Council employees and Trade Unions for consultation with members.</p> <p>KH noted the Client has arranged a meeting with the acting head of HR on 22 February 2022 to discuss future HR support services. This will provide an opportunity to reiterate that ANGUSalive need to be involved with these types of conversation from the outset not just presented with a position once the Council has reviewed the matter.</p>

*Monifieth Library*

BD noted the options for future library service provision in Monifieth had been discussed. He highlighted the outcome from a community consultation had resulted in the Monifieth Library not being incorporated in the new Learning Campus along with Monifieth High School and therefore an alternative long- term solution was required.

KH noted she and VS had attended the Monifieth Community Council meeting on 17 February and reported the initial reception to the new proposal to incorporate the library service within the new Monifieth Community Resource Group Community Hub was largely positive. She added that following a meeting with the architects, a fee quotation for completion of a feasibility study is being prepared and expected today. The study itself will take five to six weeks from the date when Aim Design are formally instructed.

**ACTION:** KH to provide an update on this at the Board meeting on 15 April 2022.

*Vaccination Centres*

BD noted the vaccination centre income for 2021/22 and 2022/23 was discussed by the sub-committee but added this has now been resolved. KH confirmed a venue hire proposal made to NHS Tayside based on the community charge was agreed in full and would be backdated to June 2021 when the vaccination centres were established. She added a claim has been made for the payment up to 31 December and future charges will be invoiced quarterly.

KH noted this agreement was reached on the condition suitable alternative locations are considered to enable these sites to be released back to ANGUSalive for community use. Alternative venues are actively being sought by the Council's Service Leader – Assets and while the hire agreement will not be extended beyond 31 March 2023, there is the possibility this could happen sooner if suitable alternatives are secured.

Directors discussed the vaccination centres and possible alternative venues in Angus. KL highlighted the agreement reached with NHS Tayside is providing substantial income for ANGUSalive in the current financial year which will be reported at the next Finance & Audit Sub Committee.

*Dual-Use Sites*

BD highlighted it was also agreed at the Finance & Audit Sub Committee to raise the ongoing issues with the outstanding dual-use site payments, and campus shared spaces.

KL advised we have subsequently received confirmation the 2021/22 fee will be paid by Children & Learning so this issue is resolved for the current financial year.

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KH added this issue has also been raised with the Client and GC is already liaising with the Children & Learning team so this yearly problem can hopefully be addressed and avoided in future.

Directors discussed the issues related to restricted access that continue to be encountered at some Community Campus sites where Schools & Learning staff do not appear to appreciate 1) the shared spaces in these venues are for use by both the school and the community and 2) the financial and reputational impact on ANGUSalive.

CK highlighted the Strategic Group for Forfar Community Campus has now been re-established following a prolonged disruption to these meetings due to the pandemic and these issues are now being addressed through the service level agreements although issues do remain at this time.

### *Charging & Pricing*

BD confirmed for the Board the proposed changes to the Charging & Pricing structure had been approved by the sub-committee at the Finance & Audit Sub Committee and these would now be brought to the Angus Council special budget meeting on 3 March 2022.

KH noted most charges, including Sports pitches, sports and bACTIVE membership charges have remained unchanged for 2022/23 and no inflationary percentage increase has been applied for the fourth consecutive year. The last inflationary percentage increase was applied in 2018/19. After a comprehensive review of all charges at Country Parks to align better with the local marketplace we have moved to a single cost per participant and removed car parking fees at Monikie and Crombie. There are a small number of charges which have increased, e.g. one-to-one swimming lessons, and others have seen a reduction, e.g. online only bACTIVE memberships. Some new rates have also been introduced e.g. in Libraries there will be a concession rate for children and a standard rate for adults.

BD noted all charges will be reviewed during 2022/23 by the new Team Leaders following their appointment.

### *Board Sub-Committees*

BD highlighted there will be vacancies in both the Finance & Audit Sub-Committee and Trading Company following the Angus Council elections in May 2022. KF suggested we review these gaps at development session in March.

### *Management Fee and Savings Requirement*

BD highlighted future Management Fee proposals with Angus Council reducing funding in each of the next 3 years as part of their Change Programme strategy to make savings. It was already known there is a saving requirement of £250k for 2022/23 (now £285k due to the NICs increase from 01 April 2022), and a further £210k for 2023/24. He noted, the Council is now asking for an additional £500k in 2024/25. In total a saving of nearly £1m over three years.

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KH noted it will be difficult to meet this level of saving without significant change to the current shape of services and the proposals will need to be agreed within the 2022/23 financial year at the latest to provide sufficient time to facilitate the required consultation to achieve this scale of change.

KF asked what criteria the Council had applied to savings to get to these figures. VS provided an overview of the Angus Council financial position and highlighted the expectation is there will be sufficient movement in the Transformation Project by year 3 to allow ANGUSalive to generate more income themselves to offset the savings as part of a more self-sufficient model of operation. This would include possible income from the Levelling Up Fund for investment in projects such as overnight accommodation at the Country Parks which it is hoped could also attract schools to use PEF funding.

KF noted a concern that ANGUSalive and Angus Council's strategic thinking may not be aligned, and this will need explored in greater detail at the Development Day. VS provided reassurance what has been set out as savings requirement over the next three years is a target and the Council will continue to work closely with the Executive Team towards this target.

Directors discussed the savings requirement, and it was noted savings requirements are being made everywhere so relying on temporary funding such as PEF may not provide a long-term solution.

Directors asked for an overview on the Transformation Project including how it was set up, and the project plan/timeline. VS provided information on the governance of the Council Change Programme and how it links to the required savings. She highlighted the Council are committed to the development of ANGUSalive and to supporting them through these challenging times with measures such as the support package which are in place.

**Action:** GT to invite GC & VS to the Development Day on Friday 18 March 2022 where this will be discussed further.

### *Facility Redevelopment*

IS provided Directors with an overview of phase 1 redevelopment of the fitness facilities in Arbroath Sports Centre, Brechin Community Campus, and Carnoustie Leisure Centre. He noted the project team have undertaken a robust assessment of the equipment and spaces and will be introducing improvements such as feature lighting, improve sound systems, new flooring and engaging branding along with the new equipment.

IS confirmed consultation is underway with equipment providers to get the best value for money which will maximise what can be achieved through our investment to help ensure the long-term success of these sites.



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	<p>Directors discussed the changing landscape of fitness facilities and what role ANGUSalive plays in this industry. IS highlighted the marketplace continues to change rapidly and customers' expectations have increased. He added we are looking into the diversification of income streams such as soft play and click and climb in sites and we recognise we need to introduce more commercially viable options into underutilised spaces in venues.</p> <p>IS noted phase 2 of the project will be the refurbishment of Saltire Sports Centre, Montrose Sports Centre, and Forfar Community Campus.</p> <p>TF asked how these changes are being mapped out for customers and IS confirmed a communications plan is being prepared to share plans with our customers and this will include visualisations of the revamped spaces.</p>
<b>6.</b>	<p><b>ANGUSalive Business Plan 2021-2025</b></p> <p>KH highlighted this report is an update to Version 1 which was issued in December 2021. Updates reflect the proposed three-year savings requirement and the agreement from Angus Council for the temporary operating position continuing into 2022/23. She noted changes to the services specification are a key priority along with changes to the community plan. This will be discussed in greater detail at the Director Development Day on 18 March 2022 in addition to the savings contributions.</p>
<b>7.</b>	<p><b>Transformation Project</b></p> <p>VS noted the last Transformation Project report was presented to Angus Council on 10 February 2022 and confirmed the three main proposals set out in the report had been approved by Elected members. These included:</p> <ul style="list-style-type: none"><li>(i) to progress proposals in principle for the integration of future library/ ACCESS service provision in Monifieth as part of the development of the new community hub being delivered by the Monifieth Community Resource Group;</li><li>(ii) the proposal for NHS Tayside to continue to use the current vaccination centres at Reid Hall, Forfar; Arbroath Community Centre; and Montrose Town Hall up to 31 March 2023, subject to agreement on rental arrangements and to a continued effort to secure alternative venues; and</li></ul>

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	<p>(iii) that in order to support ANGUSalive in their forward planning, and while income generation remains lower than pre-pandemic levels (currently circa 60%), along with the significant savings targets included in the Council's Change programme, ANGUSalive's temporary operating arrangements over the forthcoming financial year 2022/23, representing interim changes to the Services Specification, and agree they can form the content of a formal change notice between the Council and ANGUSalive.</p> <p>VS highlighted partnership working was continuing between ANGUSalive and Angus Council as part of the Service Design review and Transformation Project with the next session planned for 21 March 2022.</p> <p>Directors noted the content of the report.</p>
<p>8.</p>	<p><b>Project &amp; Digital Update</b></p> <p>IS highlighted there have been 12 major projects this year, details of which are contained within the report. Two of these projects are fully complete, seven are still ongoing, and three are yet to commence. He drew particular attention to the Fitness Suite Transformation Project and the Innovatise App Development.</p> <p>DW asked whether the app capabilities are not available through Legend. IS confirmed these are linked systems so app bookings are transferred directly to Legend.</p> <p>KF asked if any there are any specific concerns with the outstanding projects. IS noted there is a large concern for the Countryside Adventure Aqua Park due to other challenges in this area meaning the project has not properly started yet. He added there is a meeting being held on Monday 21 February 2022 to initiate more work in this area, but it will be challenging to get the Aqua Park operational to a satisfactory level in 2022 due to the level of infrastructure work required. He emphasised this importance of being fully ready before the park opens to the public so customer experience is the best it can be from the outset.</p> <p>KF suggested the planned launch is postponed until Easter 2023 so other outstanding issues can be dealt with first. <b>Decision:</b> Directors agreed with this approach and the decision was taken to defer the launch date until next year.</p> <p>Directors noted the content of the report.</p>

<p><b>9.</b></p>	<p><b>IT R&amp;R Fund</b></p> <p>IS provided an overview of the IT R&amp;R Fund proposal. He noted costs are listed in the report with the main spend on purchasing new laptops. He highlighted we have identified a need to replace outdated monitors upgrade some of the older chip &amp; pin devices and install self-serve check-in points within the sport centres but work to determine requirements are ongoing and a future report will be presented to confirm the proposal and costs.</p> <p>Directors noted the content of the report.</p> <p><b>Decision:</b> The Directors approved the proposed spend of the IT R&amp;R Fund.</p>
<p><b>10.</b></p>	<p><b>Good Governance Check-Up</b></p> <p>Directors discussed the Good Governance Check-Up process, and it was noted a check-up was not performed during 2020/21 due to the exceptional circumstances in which the charity was operating as a result of the Covid-19 pandemic. The last Check-Up was completed in November 2019 and in future will be scheduled annually.</p> <p>RF agreed with the proposal to include this in the Board Development session on 18 March 2022. He noted the overview document provided with the report was a good starting point but highlighted it would be beneficial to meet prior to the development day to plan how best to deliver this with recorded outputs showing learning points and action required.</p> <p><b>Action:</b> KF and RF to meet to discuss how the Good Governance Check-Up will be delivered.</p>
<p><b>11.</b></p>	<p><b>ANGUSalive Policies</b></p> <p>KH advised we are seeking Board approval of new and changed policies presented in order to take them to Trade Unions for consultation. The policies which have only been converted to ANGUSalive them are presented for noting.</p> <p>Directors noted the content of the policies.</p> <p><b>Decision:</b> The Board approved the new and changed policies presented and agreed for them to be taken to the Trade Unions for consultation.</p>

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	<p>RP highlighted the MOD run The Defence Employer Recognition Scheme (ERS) which encourages employers to support defence and inspire others to do the same. The scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant. The ERS is designed primarily to recognise private sector support although public sector organisations such as the emergency services, local authorities, NHS trusts and executive agencies are also eligible to be recognised.</p> <p><b>Action:</b> KH/GT to investigate the possibility of joining the ERS and update Directors at the next meeting.</p> <p>Directors discussed the use of Internships and Modern Apprentices as part of developing the workforce. IS noted there are currently none of these roles at the moment but as part of the work undertaken by the Employability Board, we are looking at getting funding to make these types of roles happen.</p>
<p>12.</p>	<p><b>AOCB</b></p> <p><i>Angus Council Collection</i></p> <p>TF asked what the insurance cover, security checks, and audits processes are within ANGUSalive for the museum collections. KH confirmed there are processes in place but will ask the Collections Lead to provide full details.</p> <p>KH highlighted that at the time when responsibility for care and management of the Angus Council Collection on behalf of the people of Angus was transferred from Angus Council to ANGUSalive on 01 December 2015 there was not a full record (or catalogue) of the Collection available. Work has been undertaken by ANGUSalive to accession more of the Collections over the last few years by establishing a permanent Collections Technician post during the organisational review, successfully receiving funding for Project Collections Technicians as part of the Montrose Museum Reimagined grant, utilising Visitor Advisors to complete Collections work during Covid-19 and through use of volunteers. This also links with our digital ambitions to move the catalogue online and make it more accessible. There was discussion about the cataloguing and storage of the collections.</p> <p><i>Year of Stories</i></p> <p>LD noted it is the year of stories and asked if the Libraries were getting involved with this. KH confirmed they were and noted the Adult and Community Lead is leading our participation. She added there is a funding bid in to secure an opportunity for this in Angus and will bring an update back to all Directors.</p> <p>BD asked about the membership scheme for families on low income. KH confirmed there has been some successful pilot work which started in summer 2021 working with Angus Council's Schools &amp; Learning team and Participatory</p>

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	<p>Budgeting bids had also been made to every town in Angus to try to secure funding for this type of initiative.</p> <p><b>Action:</b> KH to provide an update at the next meeting.</p> <p><i>Future Meetings</i></p> <p>KH provided a summary of the plan in relation to upcoming meetings. She highlighted at the moment:</p> <ul style="list-style-type: none"><li>• Finance &amp; Audit Sub Committee will continue on Microsoft Teams as agreed by Directors at the last meeting</li><li>• Directors Development Day on 18 March 2022 is currently scheduled to be held in Arbroath Library</li><li>• Board meeting on 15 April 2022 is currently scheduled to be held in Brechin Community Campus.</li></ul> <p>Directors confirmed they were in agreement with the approach to move Development Days and Board meetings to in-person but retain Finance &amp; Audit Sub Committee as a virtual session.</p>
	<p><b>Date of next meeting</b></p> <p>Full Board - Friday 15 April 2022</p>