

## ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held at Forfar Community Campus at 10:00 on Friday 27 June 2025.

Name		Title	Initial
<b>Present:</b>			
Kenny	Fraser	Independent Director - Chairperson	KF
Derek	Waugh	Independent Director - Vice Chairperson	DW
Lynne	Devine	Council Director	LD
Serena	Cowdy	Council Director	SC
Tam	Ferry	Independent Director	TF
Kenny	Christie	Independent Director	KC
Ronnie	Proctor	Council Director	RP
Robbie	Francis	Company Secretary	RF
Kirsty	Hunter	Chief Executive	KH
Colin	Knight	Senior Manager Sport & Leisure	CK
Jessica	Curran	Angus Council Finance Team Leader	JC
Lesley	Hadden	Business and Systems Lead	LH
Alison	Gallacher	Angus Council Procurement & Commissioning Manager	AG
Gary	Munro	Angus Council Solicitor - Manager - Legal Team 2	GM
Gary	Westwater	Angus Council Service Leader - Finance	GW
<b>Apologies:</b>			
Campbell	Archibald	Independent Director	CA
Iain	Stevens	Senior Manager Business Management & Development	IS
Alison	Watson	Angus Council Legal & Democratic Service Leader	AW
Jack	Cruickshanks	Council Director	JC

Item No	Note
1.	<p><b>Welcome &amp; Apologies</b></p> <p>KF welcomed everyone to the meeting. Apologies were noted from CA, JCr, IS and AW.</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>No declarations were made.</p>
3.	<p><b>Minutes of Full Board Meeting on Friday 25 April 2025</b></p> <p>Directors were asked to consider whether the minute of the previous Board meeting provided an accurate representation of the meeting. TF proposed the minute was accurate and KC seconded.</p> <p><b>Matters arising</b></p> <p><b>Action:</b> IS to confirm plan and timeline for installing the additional conservation signage at all Country Parks.</p> <p>CK confirmed that this project will be taken forward by Marcus Cribb (Country Parks Operations Lead) when he starts in his new role on Monday 30 June.</p> <p><b>Action:</b> KH to provide a route of support/escalation for front line staff if they encounter a difficult situation relating to the UK Supreme Court ruling and provide an update to Board at first opportunity.</p> <p>CK confirmed that high level information had been shared with our Team Leaders on this subject but not any further than this, on the advice of AC Legal at this stage. We have collated a list of all current facilities across AA and are recording any enquiries we receive. Minimal up to now with only one enquiry and one FOI request.</p> <p><b>Action:</b> KH/GT to organise an introductory letter, including request to meet regularly, for when new Angus Council Administration Leadership is confirmed.</p> <p>KH confirmed that a meeting is in place for Monday 01 September.</p>

**Action:** KF/KH to write to the Council Leader to communicate the issues resulting from further reductions in our management fee over 2025/26 – 2027/28. These include the fact the charity cannot achieve a balanced budget in the current year and future years as well as the associated implications for service delivery.

KH confirmed that she will draft a letter and get this issued to the Council Leader

**Action:** IS to pick up with the Museums & Galleries team how the 80<sup>th</sup> Anniversary of VE Day will be marked.

KH confirmed that this anniversary was marked through our social media channels only. This will be reviewed for future events of this kind with our Museums and Galleries team with a forward look and pal re-instated.

**Other matters arising:**

KC - has the Forfar Community Campus Dance Studio issue been resolved? CK confirmed that the new programme for academic year 2025/26 has been fully agreed with Forfar Academy and that both school and community needs are being fully met.

KC - has the chairlift at the Reid Hall, Forfar been repaired. CK confirmed that discussions were on going and AG also stated that she had been in contact with AC Property colleagues but that the matter had not been resolved yet.

**Action** - KH will take this matter forward to resolution and it was agreed that that we'll arrange the chairlift repair and then discuss how this is funded - it needs to be repaired as a Health & Safety risk.

LD/KF - raised the matter of mobile catering at Countryside Adventure venues, can we please review provision at Monike and Crombie Country Parks and also consider options at Forfar Loch Country Park?

**Action** - CK to speak to IS and provide a brief update report at the next Board meeting

4.

### **13\_25 Executive Team Update**

CK presented key points on the update report. Highlights included:

#### **Angus Aqua Splash**

Soft launches were well received, opened to the public on Saturday 3 May as planned with 1,654 visitors in May, our seasonal staff started in June, street furniture has been delivered and is being distributed across the Country Parks, resurfacing improvements have been completed to provide a more suitable surface for customers.

Excellent recent media coverage with Angus Aqua Splash featuring in The Scottish Sun and The Courier.

CK thanked the full ANGUSalive team who have been involved in this exciting development.

#### **Health & Wellbeing**

Kirstie Abbey (Health & Wellbeing Lead) was invited by the Chief Medical Officer to present on “Embedding Prevention and Proactive Care in Angus” in Glasgow on Monday 9 June and the work across Angus has also been highlighted as Case Study in the CMO’s 2024/25 Annual Report which was launched at this event

#### **Funding Successes**

CK highlighted four external funding successes across ANGUSalive: £15,400 (Tactran) for e-bikes to support ranger activity, £45,000 (Tactran - People and Place Programme) for adaptive bikes, £21,355 (Common Good Fund) and £2,515 (Costume Society) for museum collection conservation work

Thanks to all ANGUSalive colleagues who have helped secure this funding - in particular Georgina Patterson, Laura Smith and Emma Gilliland.

#### **Carlton Entertainment**

CK gave a brief background to this matter and how it has been dealt with. The AA Board confirmed their support for our approach to securing performers/acts in our Theatre & Venues.

**Action:** KH to ensure that all directors are updated on situations like this in future

#### **AC Museums, Galleries & Archives Collection**

Work is progressing with AC colleagues to move the AC Collection from The Yard to Brechin Business Park. This move is planned to have started in September 2025.

	<p><b>Monifieth Library @ The MAC</b></p> <p>This facility opened to the public on Monday 2 June. Positive feedback from customers and staff.</p> <p><b>Arbroath Library &amp; Archives Unit</b></p> <p>Main project for ground floor in library delayed due to lack of Angus Council property resource, now not expected on site until August 2025 and complete in November 2025 which is a further push back out with our control</p> <p><b>Meetings</b></p> <p>A number of meetings and Elected Member engagements are listed in the report for Board interest and noting.</p> <p><b>Action:</b> KH to have a letter prepared to formally close our communication and attended meetings with Cllr Greig</p> <p><b>Strategic Development Day</b></p> <p>Next session is planned for Friday 15 August 2025 – Webster Memorial Theatre, 9.00am-1.00pm</p> <p>Further details of this day to be discussed and confirmed with the Board</p> <p><b>Action:</b> CK to invite Jutta Scharnberger (AC Team Leader - Landscape Services) along to present on possible visions for Forfar Loch Play Area</p> <p>The Board noted the updates with thanks to all staff involved.</p>
<p><b>5.</b></p>	<p><b>14_25 Finance &amp; Audit Information Report</b></p> <p>Members of the Finance and Audit Sub-Committee in attendance were asked to approve the minute of the meeting held on Friday 13 June 2025. The minute was proposed as accurate by TF and seconded by LD.</p> <p>DW provided a high-level overview of the Finance &amp; Audit Sub Committee meeting held on Friday 13 June 2025.</p> <p>Jess Curran provided an update on Unidentified Income and Impact on 2024/25's Year-End Position</p> <p>It was noted that, since the financial figures were last reported 2-3 weeks ago, a number of issues have come to light, including one of significant impact. Specifically, an amount of unidentified income totalling £36,653 has been identified within the bank, having accumulated up to financial year 2022/23.</p>

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	<p>As part of the year-end process, reconciliation between bank accounts and the general ledger is required. Historically, challenges in coding income to the correct ledger lines have resulted in a discrepancy, whereby more income was held in the bank than was reflected in the revenue codes.</p> <p>Over the past two years, the team has been working with Corporate Finance (who are responsible for the reconciliations) to trace the source and appropriate allocation of the unidentified income. Despite extensive efforts, the origin could not be established, and following discussion with KH (Chief Executive), it was agreed that the income would be taken into the 2024/25 accounts.</p> <p>Reassurance was provided that improvements have already been made in the reconciliation process, with the bank reconciliation difference as at March 2025 reduced to £2,000, indicating strengthened internal controls.</p> <p>The inclusion of this previously unidentified income has impacted the Draft Group Financial Position as follows:</p> <p>Overall Net Income (after adjustments) increased from £787,518 to £819,341</p> <p>Total Unrestricted Reserves increased from £3.903m to £3.936m</p> <p>The team will continue working closely with AC Corporate Finance to strengthen income coding and reconciliation processes to mitigate similar issues in the future.</p>
6.	<p><b>15_25 ANGUSalive 2024/25 Performance Report</b></p> <p>ANGUSalive's Performance Report 01 April 2024 to 31 March 2025 was presented, including key service highlights. KPI data is used to provide high-level insight into progress against strategic priorities and operational actions.</p> <p>CK highlighted that the format of the report follows on from last year's performance report. This has still been challenging to bring together but was much smoother this time round. The importance of this data and how we and our teams use this on the ground to inform decisions on service delivery, etc. is now starting to hit home across our teams.</p> <p>To follow our new arrangement with AC - this annual performance report will be taken to AC Scrutiny &amp; Audit Committee on Tuesday 16 September.</p> <p>CK took the Board through some highlights in the performance report but also acknowledged that this had been issued later to Board members than we had hoped.</p> <p>CK proposed that Board members be given time to read the detail and provide feedback ahead of the Board Development Day on Friday 15 August.</p>

	<p><b>Action:</b> An on-line feedback method is to be issued to all Board Members who can then provide feedback and ask any questions by Friday 25 July.</p>
7.	<p><b>16_25 Investment Fund Proposals</b></p> <p>It was noted that funding for the renewal and repair of leisure and cultural equipment has historically come from net income generated by those services, with contributions allocated to the Renewal &amp; Repair (R&amp;R) Fund. Since the transfer of services to ANGUSalive, this has continued under the Investment Fund, which now also supports facility improvements and new initiatives.</p> <p>It was further noted the Board and Executive Leadership Team have maintained strong financial stewardship, enabling annual contributions to the Investment Fund. Each year, the Board were asked to approve both the contribution approach and the drawdown from the Fund, as well as the portion of net income allocated to general reserves.</p> <p>KH stressed that strategic management of the Investment Fund remained essential to ANGUSalive's future success, ensuring funding is available for equipment renewal, facility upgrades, new service development, and technology refreshes that enhance customer experience and operational capability.</p> <p>The board noted a project to install Soft Play and a Tag Active Solution at Carnoustie Sports Centre remains on hold due to limited project management resource. If this project is to be re-considered for implementation, a full business case will be brought Board.</p> <p>Approval was sought to utilise £508,834 from the Investment Fund to support planned proposals with the board noting various options were considered by the Leadership Team before arriving at the final recommendations presented.</p> <p>The Board approved the outlined expenditure and confirmed support for future plans as presented.</p> <p>The Board further noted additional report will be brought later in 2025/26 to progress additional investment proposals, following the development of detailed business cases.</p> <p><b>Action:</b> KH to provide a 'road map' showing how consultancy work will lead on to possible Tay Cities funding, and project readiness for Montrose Museum Reimagined and Signal Tower Museum. This will help the Board understand investment triggers and benefits.</p> <p><b>Action:</b> KH to develop a business case and job description for a dedicated temporary role to manage capital projects across ANGUSalive, including any works at Signal Tower Museum and Montrose Museum. Target recruitment timeline before October 2025.</p>

8.	<p><b>17_25 Project 2030 Update</b></p> <p>The Board received an update on Project 2030, launched in March 2024, outlining progress against the agreed transformation objectives. The project was established in response to Angus Council's requirement for ANGUSalive to deliver £1.75 million in savings over five years (2023/24 to 2027/28), with £500k per year in years 1 and 2, and £250k per year in years 3 to 5.</p> <p>CK acknowledged that we had already discussed the final year-end position and investment programme progression earlier in the meeting.</p> <p>CK advised that workshops were held across all AA service areas in May 2025, to shape priorities for 2025/26 and 2026/27. A total of 114 ideas were generated, to help address the £83k shortfall in the 2025/26 balanced budget.</p> <p>CK highlighted for 2026/27, a key priority will be to review and refine staffing models across ANGUSalive to ensure that we are operating efficiently and also identify potential cost-saving opportunities.</p> <p>CK informed the Board that Jeph Hamilton (Transformation Programme Manager) has now left his temporary role with AA - he was due to finish in November 2025. On behalf of CK &amp; IS, CK thanked JH for his help and support in establishing and driving Project 2030. Without this support the progress we have made would not have been possible.</p> <p>CK highlighted that the Executive Management Team has met to review all 114 ideas to try and keep these progressing, but a major concern remains that Jeph's post is no longer there to own and drive Project 2030. This needs to be addressed through the EMT Review that is to be undertaken.</p>
9.	<p><b>18_25 Angus Council - Legal Reviews Information Report</b></p> <p>The Board received an update on the ongoing review of the legal agreements between Angus Council and ANGUSalive, along with the current position regarding submitted Change Requests.</p> <p>It was noted that this update follows Information Report 10-25, "Angus Council Legal Review Timeline Update," which was considered at the Board meeting on 25 April 2025. That report provided an overview of the review progress, timelines for presenting proposed changes to the Articles of Association, and the potential addition of an independent Director to the Board.</p> <p><b>Dual Use Agreement:</b></p> <p>A draft of the revised Dual Use Agreement was received by ANGUSalive on 16 December 2024, in line with the agreed timeline. The draft was reviewed internally and by legal advisers (Thorntons), with consolidated feedback</p>



returned to Angus Council on 16 April 2025. The Council is currently reviewing this feedback, with meetings planned to take further instructions.

GM stated that AC will take forward internal discussion on the Dual Use Agreement with Schools & Learning colleagues and Head Teachers, particularly of Forfar Academy and Brechin High School. He further added that, due to school holidays, it will likely be September/October until ANGUSalive receive an update.

**Services Agreement:**

As previously reported, the Services Agreement review includes updates to both the core terms and the Specification of Services. The Strategic Commissioning Team at Angus Council is working with relevant services to revise the Specification. Progress has been challenging due to ongoing discussions regarding potential changes in operational responsibilities such as the transfer of Country Park maintenance, museum collection management, and outdoor learning strategies.

Despite these complexities, significant engagement has taken place with individual Council services to support the redrafting process.

**Articles of Association:**

As discussed at Board meetings on 14 February and 25 April 2025, the Office of the Scottish Charity Regulator (OSCR) has advised that the ANGUSalive Articles of Association, which have not been reviewed since the charity's formation, should now be reviewed as part of good governance practice.

It was previously agreed that ANGUSalive will lead this review. However, any proposed amendments will require formal approval from Angus Council in its capacity as the sole Member of the Company Limited by Guarantee. This will be achieved through recommendations presented to the AC Communities Committee.

**Change Requests**

The Change Request process itself is under review as part of the broader Services Agreement review and the outstanding change request for Montrose Basin was discussed.

**Action:** CK to revise the Montrose Basin change request to include the wildfowling scheme only and issue this to AW.

	<p>The importance of clear legal agreements between ANGUSalive and Angus Council was reiterated, particularly to ensure mutual understanding of services and the framework in which they are delivered.</p> <p>Ongoing collaboration between ANGUSalive and Council officers was noted as constructive and essential in working toward a shared position.</p> <p>The Board noted the content of the report, and the progress made to date on both the legal agreement reviews and the submitted Change Requests.</p>
10.	<p><b>AOCB</b></p> <p><b>Health &amp; Safety review</b></p> <p>The AA Board asked that a review of health &amp; safety procedures relating to swimming pools operated by ANGUSalive be carried out. They are looking for re-assurance regarding policies and procedures that are followed due to recent incidents in other venues out with Angus.</p> <p><b>Action:</b> KH to contact AC Health &amp; Safety colleagues to arrange this review and report findings/actions back to Board</p> <p><b>Customer Survey</b></p> <p>It has come to our attention that a survey is currently publicly available through Angus Council which asks questions about ANGUSalive services - <a href="https://engage.angus.gov.uk/your-place-your-voice">https://engage.angus.gov.uk/your-place-your-voice</a></p> <p>ANGUSalive were unaware this survey was being issued but our Board are keen to understand what our customers and communities are looking for from our services.</p> <p>CK stated that we are aware of the current survey relating to Forfar Loch Play Area and Park and hope that this may help us in this space - <a href="https://engage.angus.gov.uk/forfarloch">https://engage.angus.gov.uk/forfarloch</a></p> <p><b>Action:</b> EMT to consider how we do a survey and link this to our 10<sup>th</sup> Anniversary as a trust</p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Prepare key messaging clarifying that external funding is project-restricted and not core operational funding.</li> </ul>

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	<ul style="list-style-type: none"><li>• Integrate into board briefings, financial reports, and stakeholder discussions to prevent misinterpretation during fee negotiations.</li></ul>
<b>11.</b>	<b>Date of next meeting</b> Friday 26 September 2025