

ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held at Forfar Community Campus at 10:00 on Friday 12 December 2025.

**Present:**

<b>Name</b>	<b>Title</b>	<b>Initial</b>
Kenny Fraser	Independent Director - Chairperson	KF
Derek Waugh	Independent Director - Vice Chairperson	DW
Lynne Devine	Council Director	LD
Tam Ferry	Independent Director	TF
Robbie Francis	Company Secretary	RF
Kirsty Hunter	Chief Executive	KH
Colin Knight	Senior Manager Sport & Leisure	CK
Iain Stevens	Senior Manager Business Management & Development	IS
Alison Watson	Angus Council Legal & Democratic Service Leader	AW
Alison Gallacher	Angus Council Procurement & Commissioning Manager (Possibly late)	AG
Jessica Curran	Angus Council Finance Team Leader	JC
Shona Martin	Business & Systems Supervisor	SM
Dawn Hutchison	Finance Service Support Manager	DH
Jack Cruickshanks	Council Director	JCr
Beth Whiteside	Council Director	BW

**Apologies:**

Ronnie Proctor	Council Director	RP
Kenny Christie	Independent Director	KC
Campbell Archibald	Independent Director	CA

<b>Item No</b>	<b>Note</b>
	<p><b>Welcome &amp; Apologies</b></p> <p>KF welcomed everyone to the meeting and extended a warm welcome to Cllr Beth Whiteside who is joining the ANGUSalive Board as a Council Director.</p> <p>Apologies were noted from RP, KC, CA.</p>

	<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>
<p>1.</p>	<p><b>Minutes of Precious Meeting 25 September 2025</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 BW seconded.</p> <p><b>Matters Arising</b></p> <p><i>Theatres &amp; Venues Profit &amp; Loss</i>          CK to bring updated Theatres &amp; Venues Profit and Loss report to the meeting to allow Board to review this position – report will be presented later in the meeting.</p> <p><i>New format Risk Register</i>          IS to table new format Risk Register for Board Members and suggested this could be covered at next Strategic Development session in March 2026.</p> <p><i>Chairlift Replacement – Reid Hall</i>          CK advised the chairlift replacement at the Reid Hall had progressed and a site visit was completed 11 Dec 2025 and the chairlift should be installed early February 2026.</p> <p><i>ANGUSalive Policy &amp; Procedure</i>          IS advised discussions were continuing with colleagues in Angus Council HR over policy and the chat bot provision. Difficulties are being experienced with HR but further discussion will take place. KH is to have a discussion with SF, Director of HR, Digital Enablement and Business Support and also IL, Director of Finance in his new role in ACE Governance to find a way forward.</p> <p>LD asked for details of the recent meeting with Council Leaders. KH advised the budget gap had been discussed and the administration group had been taken through the issues being faced by ANGUSalive. KH had advised the administration group ANGUSalive would do everything possible to generate savings but highlighted ANGUSalive wouldn't be able to continue delivering services in the way that they are currently delivered. KF also advised the session with Council Leaders had taken all parties to the point of understanding of where we were and this would be taken forward at the next meeting yet to be scheduled.</p>

	<p>KF advised he had attended a COSLA meeting a few weeks ago with the Culture Secretary present and had noted Angus Council are represented here but had recognised ALEO's are not being represented at these meetings. An invite has now been extended to Chairs of Independent Trusts going forward. A lot of discussion took place at this COSLA meeting about what is important and Libraries in particular were at the forefront. KF expressed concern at how this information was being relayed back to ALEO's.</p> <p>KH advised that feedback could be given to Kirsty Cummings, Community Leisure UK.</p>
<p>2.</p>	<p><b>29_25 Executive Team Update</b></p> <p><b>Museums, Galleries &amp; Archives – Angus Council Collection</b>          CK advised three tender submissions had been received for racking and shelving and it is hoped to appoint a supplier before Christmas and proceed with installation in the new year. KH acknowledged the support and help from AG/AW in getting this over project over the line.</p> <p>CK advised the collection store move has given opportunity to put forward a number of potential names for the new facility and invited Board members for opinions and consideration of these names. KF expressed concern over some of the names and the security around this and felt the organisation needed to be careful about what was being advertised. KH advised that IS/CK will realign list based upon comments received about security and a name will be finalised.</p> <p><b>Monikie Country Park - Changing Places Fund</b>          CK advised the bid for funding had been agreed in principle to the amount of £100,000. This will be an extension to the public toilets which are already in place. Plans will be shared with Board Members when confirmation of the successful funding bid has been received.</p> <p><b>Quality Leisure Management (QLM)</b>          CK advised the Board, Quality Leisure Management (QLM) visits took place 17 December, where no major issues had been raised with arrangements for lifeguarding or pool plant. We are awaiting final reports from QLM – expected late January 2026. A few minor issues were identified and rectified as a result of the inspections.</p> <p><b>Arbroath Library &amp; Archives Unit</b>          CK advised the temporary Library in Arbroath opened on 17 November 2025, 1 week ahead of schedule. Works are scheduled to start beginning of December and this was to be a 10-12 week programme of property works. A surplus decant has also been arranged to the Arbroath Business Centre whilst works are ongoing.</p>

**Webster's Sports Centre (WSC) - Facility Developments**

CK advised the Webster's Sports Centre refurbishment was on track to open Monday 15 December 2025. The small gymnasium at WSC was also refurbished, with Angus Council funding these works from Monday 29 September to Sunday 19 October 2025. This was all finalised ahead of schedule with positive feedback from customers and staff. Fitness Suite work began on Monday 20 October as planned through ANGUSalive Investment Fund, with the fitness suite to reopen on Monday 15 December 2025.

The official opening is to be Saturday 10 January 2026 to which all Board members have been invited.

**Procurement Updates**

CK advised the Café tender had been delayed due to property utility issues. The procurement for café tenders for the four sports centres closes end of January 2026 with the current contracts extended until 31 March 2026.

CK advised the 'Angus Spirit Trail' procurement was complete and the pilot scheme is now operational for Theatre & Venues.

TF queried timeline for procurement for the café tenders but IS advised this has been worked through with Procurement colleagues and was achievable. AG advised this is standard practice and the period of time given for this process was in line with Council regulations.

DW queried bids for external funding and asked if these had matched budget projections to date. IS advised can't budget for funding bids as can't determine what bids we will be successful in obtaining. Reports on successful funding bids will be tabled at the next F & A Committee. KH also reiterated that IL (new appointment) will now be tracking all external funding bids centrally in her role of Project & Funding co-ordinator and this will make reporting much easier. IS advised the need to avoid individuals applying for funding when this could apply to many, IL will also track this.

Directors noted the content of this report.

**ACTION:**

*CK/IS to realign list of names for new Collection store based on comments re Security*

*CK/IS to report on successful external funding bids.*

3.

**30\_25 Business Plan**

KH gave a summary of the Business Plan and advised the previous three year Business Plan comes to a conclusion in March 2026. A new plan now needs to be in place from 2026-28. KH advised the refresh of the document will detail the loss of ALEO funding and how ANGUSalive have managed to defer the impact on services, due to strong performance and income generating activities. KH explained there are a few things outwith ANGUSalive's control.

The report gives a summary of activities which have been undertaken and a short summary of outcome or current position. The 2023/24 section shows tasks complete or continuing. Those continuing are ongoing for good reason and external funding opportunities are being looked at for these. More tasks are 'in progress' but they are items which we would want to continue working on. Some tasks had not been taken forward as there was a need to understand these in conjunction with Angus Council priorities. ANGUSalive need to know the longer-term implications of funding Angus Council will make available.

KH advised discussion had taken place with KF/IS/CK with regards Business Plan priorities for 2023-29 and these are going to be merged into one table to highlight the likelihood of delivery and provide targets where possible. Team Leaders have been made aware that this will be required from them at a recent meeting.

KH advised the Business Plan for last three years has excluded some Project 2030 actions and SM will trawl through Project 2030 reports back to March 2024 to capture these to ensure they are included over and above those identified already in the Business Plan.

There has been no confirmation yet as to what the saving ask will be for 2028/29 although KH has been in discussion with IL, Director of Finance and will continue to do so to identify key highlights.

No agreement has been made in relation to specific Service Specification as yet. It is difficult to identify any changes until this is available and it is going to be very challenging to achieve the £250,000 savings for next year. ANGUSalive will possibly need to look at using reserves to fill this gap. KH advised there is an urgent need for the Council to provide information on changes to services. Most of this will likely involve workforce change and staff changes. KH has spoken with IL, Director of Finance to advise a meeting is required in early January to find better ways of doing things and to move this forward as ANGUSalive need to know parameters of what is required. Angus Council were originally meant to provide this in 2023 and the information is still not forthcoming.

KF asked for comments so far on the above.

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TF queried section within Business Plan on risks and concerns and asked who target audience was for this information. TF asked if the risks areas could be pulled out and made clearer for those reading this.

DW felt there was a need to highlight specifically what will happen when a venue closes so Angus Council are aware of the impact of savings being asked for.

KH advised Montrose Town Hall has been on the SLT list for long time (since February) and will come up in the Estates review. This venue would need significant investment for anything to be held there and is an example of where investment would outweigh the return from this venue. This may be a building that we are looking to hand back in future. It is important to show something in the list to Angus Council of that nature to show the reality of the impact of savings. Although Montrose Town Hall isn't a huge saving for ANGUSalive it would allow the team to focus on a smaller number of venues.

DW related to above and asked for this to be put forward to Angus Council but highlighted the huge impact if it was a Library or Swimming pool within Angus. He felt examples with emotion around them would be useful and give a layer of complexity.

CK advised there have been a few break ins recently at Montrose Town Hall, which AC Property are helping ANGUSalive deal with. Not a lot of damage has been done but the fire alarm was damaged and more menace than anything else.

AW expressed it was important for Angus Council to be looking at these kinds of issues now rather than further down the line and questioned if Montrose Town Hall was a common good building as this adds more complexity in handing the building back.

KH advised if the information from Angus Council is not forthcoming by early next year then savings can't be delivered in time for the next financial year and this will be very challenging for the Leadership Team. There is a need to focus on the priorities. AG advised that this is happening in other areas of the Council and all options should be put on the table to determine if it is practicable solution or a non-starter.

CK also advised a meeting had taken place earlier this week with sportscotland re the proposed changing village at Arbroath Sports Centre. Existing agreed works in Arbroath will go ahead, pool windows being replaced and toilets being renovated but sportscotland are supportive of ANGUSalive submitting a funding bid to support the proposed changing village - to be submitted by 31 March 2026.

	<p>Directors noted the content of this report and were in agreement for the Business Plan to go to Communities Committee in early January. An update of this report will also be taken to Finance and Audit Sub-committee on 30 January 2026. KF/KH were keen to keep the content of this report exempt to due to the emotive content. All Directors agreed.</p> <p><b>ACTION:</b>  <i>KH to present pages 35-39 of Business Plan into picture format/visually to make it easier to interpret.</i>  <i>KH to present Project 2030 tasks in one table with years and targets/timelines to allow information to be viewed in one place.</i>  <i>AW to establish if Montrose Town Hall is a common good building.</i>  <i>KH to ensure Business Plan is exempt when being taken to Communities Committee in January 2026.</i></p>
<p>4.</p>	<p><b>31_25 Finance Update</b></p> <p>JC advised figures had come from the ledger as at 31 October 2025 however there is a delay on information being posted into Integra.</p> <p>JC detailed in respect of the Net income it is forecast to reach £314,000 by 31 March 2026, ahead of the budgeted breakeven target. However, after accounting for expenditure funded from reserves and the allocation of in-year grants to reserves, the projected net income reduces to £60,000, as per Appendix 1 in report.</p> <p>At this point KF asked members if they had questions, no questions were forthcoming at this point in the meeting.</p> <p>JC continued to highlight the capital replacement programme budget has been set at £216,000 with the current outturn for expenditure projecting to be on budget, as per Appendix 2 in report.</p> <p>In respect of other financial matters:</p> <p style="padding-left: 40px;">Investment Fund, projected balance on 31 March 2026 is £1,582,000 with the Total Unrestricted Reserve, projected balance being £3,897,000, as per Appendix 3 of report.</p> <p style="padding-left: 40px;">Outstanding debtors on 31 October 2025 were £167,576, as per Appendix 4 of report.</p> <p style="padding-left: 40px;">The 2025/26 Quarter 2 VAT return has been submitted. Irrecoverable VAT in year totals £82,718 leaving £97,282 of the budget remaining, as per Appendix 5 of report.</p>

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	<p>JC advised the financial outlook for 2025/26 looked positive considering the initial forecast, with income projected to exceed target and costs remaining within budget. Overspends in Supplies &amp; Services are being offset by grant funding and are supporting performance against budget while the approved programme of investment ensures continued development across services. Appendix 4, outstanding Debtors didn't see a great deal of change. There was one invoice for £93,000 utilities for Saltire and then a recharge process which doesn't affect bottom line at all in/out. The VAT return was submitted which increased recoverable VAT fund to 180,000 and would be looking to recover this amount at year end. The projected positive year end position means it is likely an Investment Fund contribution will be possible at the end of the full year if there are no significant adverse changes to income or expenditure. The overall reserves position, in conjunction with continued support from Angus Council, provides assurance that we continue to operate legally and as a going concern.</p> <p>KF asked if there were any questions and asked JC to clarify if the position was due to increased revenues being brought in. JC advised this was the case but also due to a reduction in staff costs as there were still some vacancies to be filled. KF/JC agreed it would not take much to tip this the other way.</p> <p>No further questions were received from the Board.</p> <p>The Board were asked to consider, scrutinise, and note the contents of the report.</p>
<p>5.</p>	<p><b>32_25 Angus Council Legal Reviews Information Report</b></p> <p>AW advised a meeting had taken place on 13 November 2025 with regards to Dual Use Agreement and reported it had been a very positive meeting which KH/CK had also attended with Council Officers. The meeting time was fully utilised, and some agreed positions were reached, but due to the volume of the DUA it was recognised that a further meeting was necessary. A few items are still to be finalised and a further meeting is to take place on 8 January 2026.</p> <p>AW advised the Services Agreement is critical to everything being discussed and needs to take place before fundamental changes can take place with regards to Service specification.</p> <p>The meeting was to provide a forum to strengthen strategic alignment and ensure shared visibility on key priorities. In particular, discussion focussed on how ANGUSalive could get feedback on options and proposals from the Council, and an early steer on what would be palatable to Elected Members in terms of how future savings are delivered. Discussion took place around this then feeding into the SLA in terms of any changes required/agreed by Council on the Services Specification.</p>

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ANGUSalive are to complete Savings Proposals Returns 2026/27 & 2027/28. Pro-formas have been provided for completion and submission. It is assumed the savings proposals which will feed into the SLA as per above will also be covered in the ANGUSalive Business Plan.

The Licence to Occupy has now been updated and signed by both parties. Further changes are now required for Monifieth Library's re-location to the new Monifieth Activity Centre, and The Collection Store re-location from The Yard, Forfar to Brechin Business Park.

AW advised timescales have all been updated and are a work in progress.

ANGUSalive will lead the review under Articles of Association. AW enquired if the review had been done, RF advised this had been completed.

AW noted that Change Requests relating to Glen Doll (2) and Montrose Basin will be considered by the AC Communities meeting on Tuesday 27 January. CK will submit these Change Requests to AC as required.

KF invited questions from the Board.

IS requested that any work being undertaken to update the Dual Use agreement itself is captured in the Legal Review report going forward.

DW queried when the Dual Use Agreement was expected to be closed off and asked what sticking points were. CK advised points need clarified and financials confirmed and it should move forward at next meeting with Council Officers on 8 January. CK advised the previous meeting was very positive and the figure of £305,000 was discussed but this figure has not changed since ANGUSalive was first brought into being. KF advised Board need to see activity around the money part as this has gone on for 10 years, with same figure having been in place. CK noted that current invoices for this funding are fully paid and up to date.

Board members were asked to scrutinise, note and consider the content of this report.

**ACTION:**

*AW to include work on updating the Dual Use Agreement within the Legal Reviews Report going forward.*

*CK/KH to provide information on how money aspect of dual use agreement gets reviewed.*

6.

**33\_25 Projects Update Report**

IS advised a total of 14 major projects have been progressed across 2025/26, covering digital transformation, capital investment, customer service innovation, and organisational improvements. The BMD team were represented at the most recent Strategic Development Session at Webster's Theatre in October 2025 where all area gave a presentation of the work being undertaken for Board members.

IS listed the following Projects but did not give detail and referred the Board members to the detail within the report:-

*Aquapark Update*

*Archives Relocation to Arbroath Library*

*Arbroath Library Refurbishment*

*Webster's Sports Centre – Gym Refurbishment*

*Changing Places Facility – Monikie Country Park*

*Ticketsolve Implementation*

*Tap to Donate*

*HireBob AI - Membership Cancellations*

*Humley ANGUSalive Website Chatbot*

*Omnijo Workforce Management*

*Employee Benefits Platform*

*Legend Modernisation*

*Data Migration*

*Museum Collection Store Relocation*

IS detailed the Employee Benefits Package which had recently landed and advised this has now been issued to ANGUSalive employees meaning all staff can tap into the benefits and discounts available. This brought staff in line with Angus Council staff who already receive these benefits.

TF asked for explanation of the Amber risk within the RAG heatmap and asked if this referred to completion date. IS advised that this related to the target completion date and a request was made by TF for an additional column to be added in RAG HEATMAP to give the original project completion target date.

AG the Museums and Galleries aspect - check projects update for this. AG keen to assess if there were any risks which AA needed supported with.

BW queried if recruitment/career development opportunities existed within this area. KH advised that there was evidence of this having been the case.

	<p>Board were asked to note the content of this report.</p> <p><b>ACTION:</b> <i>IS to add in original target date in RAG Heat Map along with any new Target Completion date</i></p>
<p>7.</p>	<p><b>34_25 Project 2030 Update</b></p> <p>KH advised this report provided a brief status update on the programme of P2030.</p> <p>KH gave an overview of activities which were already in the plan and those which were upcoming. Activity within next batch being reported takes a look at future facilities, operation and energy price increases and co-location which is a part of the Estates review and on the back of the May Project 2030 workshops. There are three mobilising missions and estates is one of those and KH advised that this is one to watch for future progress.</p> <p>KF queried if the sale of Angus House has now been pulled and advised he had heard ANGUSalive were going into this building. KH confirmed a conversation had taken place and there was a possibility that Forfar Library would go there but this would include the Library back office, collection store and resources only. KH stressed this was only a possibility and would allow for a smaller building to be sourced for the Public Library facility.</p> <p>KH advised challenges were being faced with support from HR colleagues and the Access service had been getting reviewed for a number of years. The comment recently has been that channels needed to be mapped for current Access services and KH felt this had implications for current library provisions and a question over whether ANGUSalive would continue to offer this service in Library facilities. KH felt this could be a real risk going forward.</p> <p>AW queried who was leading on this review and KH confirmed LT, Business Support, Angus Council.</p> <p>KH advised Studioarc had been commissioned to conduct Strategic Review of Signal Tower Museum and Meffan Museum &amp; Art Gallery and the team had now gone back with options for the final proposal and this was on track to deliver in March 2026. It is hoped to bring this to the next Strategic Development Session in March.</p> <p>KH advised Cleaning arrangements with Tayside Contracts was being reviewed as no formal contract in place to stay with them. It was felt this market needed to be tested.</p> <p>KF asked for questions and asked the Board to note the content of the report.</p> <p>Directors noted the content of this report.</p>
<p>8.</p>	<p><b>35_25 Angusalive Performance Report (Apr-Sept)</b></p>

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KH advised the report provided information on business performance for the first half of the financial year (01 April 2025 to 30 September 2025) and was a positive Performance Report from across all service areas.

KH detailed Libraries had seen a decrease in virtual visits due to the App having changed the way people log in. The Libraries team are working with users to ensure they know how to login to resolve this.

Museums & Galleries are performing very strongly and although visitor numbers in Forfar were down, other venues were performing particularly strongly. Overall footfall numbers are up again. An increase in activities and attendances have been focused on. Collections work has been progressed at pace with cataloguing and record and documentation works have been undertaken in preparation for the move to Brechin Business Park.

The Kit 4 All ANGUSalive programme was piloted in the Forfar area in partnership with Active Schools. This community programme was designed to provide free swimming kit to Primary School children. The ANGUSalive partnership with Zoggs, who supplied the swimming kit free of charge, ensured 23 children benefited from this pilot initiative. Q3 will see the initiative move to the Arbroath area with funding support from Angus Council Vibrant Communities and Zoggs. Pilot operated with active schools and Zoggs has been positive.

In partnership with Angus Council Vibrant Communities team, Holiday, Food and Fun funding was secured to deliver funded swimming lessons for primary school children within Angus who were identified through Active Schools as non-swimmers. 10% of the children who attended have since joined our Learn to Swim Programme. KH felt this was a significant uptake.

KH advised our partnership with Les Mills now provided training options for our instructors. This initiative allows instructors to enhance their skills, at no additional cost to ANGUSalive or the instructors themselves. A more diverse range of programming, including exciting new Les Mills programmes such as Les Mills Ceremony, Shapes and Pilates. Virtual classes are also available in the Elevate Studios and at Arbroath Sports Centre, offering greater flexibility for customers and are well- suited for small group participation.

KH detailed how Countryside Adventure have sought accreditation for operations. The Aqua Park has added an exciting new dimension to current activity programmes. The attraction has generated significant interest from both residents and visitors, increasing footfall to the park and enhancing our reputation as a leading provider of outdoor recreation and adventure in Angus. Feedback from participants has been positive, highlighting a fun, inclusive environment for families, groups and individuals. The Aqua Park has also received Gold accreditation. KH highlighted the importance of recognising the change in dynamics within Countryside.

KH focused on the Communities' team and the Friends of Forfar Loch volunteer group which has continued to grow. This has delivered environmental benefits and strengthened community ownership of this green space, ensuring long-term positive impacts for wildlife and visitors. There is continued engagement with younger volunteers through the volunteering schemes at Crombie and Forfar Loch Country Parks

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	<p>KH also highlighted the frequency of Health Walks had also increased significantly. Additional funding has now been sourced for ANGUSalive to extend the contracts of the Health Walk Co-ordinator and the Assistant role until December 2026.</p> <p>KH advised the Theatre &amp; Venues performance had been excellent and will be covered by CK in the report to be tabled later in the meeting.</p> <p>KF asked for questions from the Board members.</p> <p>TF queried Safety Health and Well-being stats and asked if anything been done different to explain the lower figure this year? Whatever is being done is working. KH advised that this is possibly due to the lower violence and aggression reports.</p> <p>TF also queried Marketing and Communications statistics and felt some of the text commentary didn't tie in with what statistics show.</p> <p>Directors noted the content of this report.</p> <p><b>ACTION:</b> <i>IS to obtain stats on Safety Health &amp; Well-being and report back to Board at a later date and look into why the Marketing and Communications statistics don't tie in with the sentence that they have improved.</i></p>
<p>9.</p>	<p><b>36_25 Angus Aqua Splash Update</b></p> <p>CK advised it had been a challenging year since Countryside Adventure had taken this project on. Net Income position for Angus Aqua Splash has come in under budget at £189,656. Slightly less expenditure due to employee costs being less than budgeted which was due to staff finishing earlier in the season. Ticketing income was slightly lower than projected but measures are being out in place to try and challenge this next season. The team will work with our Marketing &amp; Communications team to enhance our marketing approach for next season. We will agree our approach to targeting specific user groups alongside new markets such as Aberdeen/Aberdeenshire following customer feedback that we are the most northerly aqua park in Scotland at this time.</p> <p>CK/JC will work on how to present the financials for Angus Aqua Splash in a more detailed way going forward.</p> <p>KF asked Board members if they had any questions.</p> <p>BW queried how big a variation there had been in visitors over summer with weather, etc. CK advised that it did tail off as the season came to an end due to weather conditions. This will be reviewed from staffing point of view however, but a very positive overall for year one.</p>

	<p>CK asked the Board to consider the report and also to approve the additional funding for extra kit at Angus Aqua Splash to the amount of £10,000.</p> <p>Directors agreed the additional funding and noted the content of the report.</p> <p><b>ACTION:</b> <i>CK/JC work on presentation of Angus Aqua Splash financials for future reporting to Board.</i></p>
<p><b>10.</b></p>	<p><b>37_25 Theatres &amp; Venues Profit and Loss Report</b></p> <p>CK advised the profit and loss report looked at the last three years financials.</p> <p>CK detailed the Theatre &amp; Venues net expenditure of £226,809. Current forecasts indicate a favourable position, with projected net expenditure reduced to £155,708, representing an underspend of £71,101 against budget. This continues to reduce the subsidy required from the Management Fee to operate our Theatre &amp; Venues.</p> <p>The Theatres and Venues team will be looking at how to increase footfall in all areas and CK believed over next 3-4 years they can keep chipping away at the operating costs and reduce these even further. They will be looking at reducing operating costs by £40,000 each year. Operating costs have been halved already and CK wants to reduce this down as far as practical. CK advised that he is encouraged by the hard work being invested into this by the team.</p> <p>KH noted a there will be a number of things coming through which will increase revenue in this area such as Theatres and Venues acting as ticketing agent for shows being delivered at ANGUSalive venues.</p> <p>TF noted the overall loss but expressed that the savings already made were encouraging when looking to reduce this figure year on year.</p> <p>CK advised all avenues of creating extra revenue were being explored. It was part of a two year process and the Theatres and Venues team are really up for this challenge.</p> <p>KF expressed the effort the team have put in thus far has to be applauded but, there needed to be a stream identified going forward where savings needed to be made and 'what if' scenarios outlined. AG also noted options like this need to be outlined to the Council as a possible loss due to savings and part of the options being put forward to the Council.</p> <p>LD felt there was less going on in Reid Hall these days and that a bit more activity would bring in money and momentum needs to be built. CK advised they are trying to sensibly programme this venue to meet demand, utilising 'headline acts' but this is not possible every week.</p> <p>KH said other sources of income needed to be explored in Theatres and Venues.</p>

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	<p>KF queried across the portfolio how much money is being lost and can this be presented as a one page summary. He acknowledged that everything is moving in right direction.</p> <p>Directors were asked to note the content of this report.</p>
<p><b>11.</b></p>	<p><b>38_25 Gender Pay Gap</b></p> <p>This report provides the Board of Directors with an update on the production and publication of a Gender Pay Gap for ANGUSalive at the snapshot date of 05 April 2025 which must be reported to the UK government by 04 April 2026.</p> <p>KH advised ANGUSalive picture was better than the national picture. There was a mean pay gap of -7.79% (2024: -7.91%, 2023: -12.69%, 2022: -15.20%) and median pay gap of -0.15% (2024: -2.34%, 2023: -3.66%, 2022: -15.03%) for ANGUSalive on the snapshot date of 05 April 2025. ANGUSalive situation is more favourable towards women rather than men if anything and we have a higher proportion female in Lead/Management positions.</p> <p>ANGUSalive don't have an equal pay issue as we follow the job sizing system put in place by Angus Council. KH advised Board the Mean and Median pay gap are also both coming down from previous years.</p> <p>KH advised ANGUSalive try to ensure all walks of life are represented with photographs used when advertising and in marketing services across ANGUSalive.</p> <p>This information is to be reported to UK government, Equalities and Human Rights Commission.</p> <p>KH invited questions and Board Directors were asked to note the content of the report and to approve this being reported to UK Government.</p> <p>Directors approved this information for reporting purposes.</p>
<p><b>12.</b></p>	<p><b>39_25 Annual Corporate Report 24/25</b></p> <p>KH advised members they had already covered a lot of the content of the Annual Report throughout the meeting.</p> <p>The Annual report has been sent to OSCR and Companies House for reporting.</p> <p>The Annual Report contains extra information focusing on employees within the organisation, along with visual presentation of how services have performed and also how well the organisation has performed overall.</p> <p>The summary within the Annual Report written by KH/KF also sets out the way forward.</p>

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	<p>KH advised the financial review is a summarised version of what has been submitted to Companies House and OSCR.</p> <p>KH asked for Board approval to take forward to Communities Committee in early 2026.</p> <p>TF expressed that the document was excellent.</p> <p>Board approved this document to be taken to Communities committee.</p>
<b>13.</b>	<p><b>AOCB</b></p> <p>No further business was brought forward from anyone in attendance at the meeting and KF drew the meeting to a close.</p>
<b>14.</b>	<p><b>Date of next meeting</b></p> <p>Friday 13 February 2026, Forfar Community Campus</p>