

ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held at Forfar Community Campus at 10:00 on Friday 13 February 2026.

Present:

Name	Title	Initial
Kenny Fraser	Independent Director - Chairperson	KF
Derek Waugh	Independent Director - Vice Chairperson	DW
Lynne Devine	Council Director	LD
Tam Ferry	Independent Director	TF
Ronnie Proctor	Council Director	RP
Kenny Christie	Independent Director	KC
Colin Knight	Senior Manager Sport & Leisure	CK
Iain Stevens	Senior Manager Business Management & Development	IS
Alison Gallacher	Angus Council Procurement & Commissioning Manager	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
Gordon Longmuir	AC Commissioning Team	GL

Apologies:

Robbie Francis	Company Secretary	RF
Kirsty Hunter	Chief Executive	KH
Alison Watson	Angus Council Legal & Democratic Service Leader	AW
Campbell Archibald	Independent Director	CA

Item No	Note
	<p>Welcome & Apologies</p> <p>KF welcomed everyone to the first meeting of the year.</p> <p>Apologies were noted from RF, KH, CA, AW</p>

	<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> <p>Minute was proposed as an accurate account of the meeting by LD and seconded by BW.</p>
<p>1.</p>	<p>Matters Arising</p> <p>COSLA Representation for ALEO's Discussion took place around this and queried if updates from Kirsty Cumming, Community Leisure UK would come to Board via KH. It was noted KH was to take this up with Kirsty Cumming, CLUK. CK advised there is now a special interest group through COSLA which he is attending on behalf of ANGUSalive and includes a number of Trusts. CK will share the information from this meeting when he can as it is a White Paper and not possible at the moment. The COSLA meeting has been the first meeting ANGUSalive Board were invited to and there is a recognised gap in representation but a willingness to get this resolved. It is important for ALEO's have a voice in COSLA matters.</p> <p>Naming of Collection Store CK/IS were to realign list of names for new Collection store based on comments re security. This action has been completed and has now been named The Angus Collection Centre.</p> <p>External Funding Bids CK/IS were to report on successful external funding bids. This action has been completed and was presented at Finance & Audit Sub Committee 30 January 2026. Paper was taken to Finance and Audit Sub Committee and DW will update later in meeting.</p> <p>Business Plan KH was to present pages 35-39 of Business Plan into picture format/visual to make it easier for Board to interpret. This action is on hold until KH returns to work. IS advised this has not been undertaken due to absence. Carry this item forward and as an outstanding action to next meeting.</p>

Project 2030 Tasks

KH was to present Project 2030 tasks in one table with years and targets/timelines to allow information to be viewed in one place. This action was taken forward and has yet to be completed by KH and will be added to Business Plan in due course. Carry this item forward and as an outstanding action to next meeting.

Status of Montrose Town Hall (Common Good)

AW was to establish if Montrose Town Hall is a common good building. This action was completed and IS advised the building is a common good building. Discussion took place around what this meant, and it was highlighted this affects any consultation process going forward.

Business Plan to Communities Committee

KH was to ensure Business Plan was exempt when being taken to Communities Committee 27 January 2026. This action was taken forward and the Business Plan was approved to take forward to Angus Council Budget Setting Committee on 3 March, pending minor changes to be made by KH.

Dual Use Agreement

AW was to include work on updating the Dual Use Agreement within the Legal Reviews Report going forward. This action will now be included in the Legal Reviews Report. CK/KH were to provide information on how money aspect of dual use agreement gets reviewed. Current position will be updated at today's meeting.

Risk – Deep Dive

IS was to add in original target date in RAG Heat Map along with any new Target Completion date and will be included in future reports. IS advised this would be brought to Board in future.

Discrepancy in SHW Stats

IS was tasked to obtain statistics on Safety, Health & 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. The report was updated post meeting re Marketing commentary, SHW statistics were provided to Finance & Audit Sub Committee on 30 January 2026.

HR / Health & Safety Agreement

A meeting took place with Council Colleagues and although there is an SLA in place for HR/Payroll & OD there was never an SLA in place for Health & Safety, even although AC have been and will continue to provide this service to AA. IS has asked for this to be incorporated into the new SLA incorporating HR/Payroll/OD & Health & Safety. A request was made by Board for a timeline for the draft document outlining Angus Council Support to ANGUSalive. IS advised the relationships were positive at last meeting and all parties keen to resolve and take forward, there had been real progress made.

	<p>Aquapark Financials CK/JC were to work on presentation of Angus Aqua Splash financials for future reporting to Board and CK advised that he and JC were continuing to work on this and will bring to future Board meetings.</p> <p>ACTIONS:</p> <p><i>IS to establish timeline for documents to incorporate Angus Council People & Organisation Development (POD) Support within new SLA agreement.</i></p> <p><i>KH to present Project 2030 tasks in one table with years and targets/timelines to allow information to be viewed in one place. This is a carry forward from previous Board meeting.</i></p> <p><i>KH to present pages 35-39 of Business Plan into picture format/visual to make it easier for Board to interpret. This action is a carry forward from previous meeting.</i></p>
<p>2.</p>	<p>01_26 Executive Team Update</p> <p>CK referenced the report but highlighted a few areas for Board members.</p> <ul style="list-style-type: none"> • Angus Collections store – racking and shelving tender awarded and due for installation in line with the move in April 2026. • Employee survey issued 3 February to close 23 February. • Changing Places Funding - CK advised he had not been successful in obtaining extra funding but with the initial application submitted, £100,000 has been awarded and planning permission process are underway with Angus Council, the build is planned to take place in summer and conclude October. • Scottish Ballet - Dance for Parkinson's & MS - working in partnership with Scottish Ballet, delivering a 12-month programme of Dance Health in Angus. Classes launched in Webster Memorial Theatre on Tuesday 3 February, led by Scottish Ballet's Dance Health Programme - the first time this has been delivered in a community setting in Angus. Fun, free, classes aim to support the physical, mental and social wellbeing of people living with MS and Parkinson's. Dance for Parkinson's classes will be starting in February, followed by Elevate Dance for MS in April. This has been well received and gone down very well. • Forfar Loch Country Park - active travel improvements. Weather has paused works but hopefully up and running shortly. • QLM reports came in first week in February and the operations team are working through these and will take actions forward.

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- Arbroath Library & Archive Unit - works ongoing and are 2/3 weeks behind with completion end of March 2026.
- Procurement update - 3 bids in for café provision across the four sites and these are being reviewed and assessed.
- AI Assistants - now have Annie and Ava in place. Annie is dealing with Sport & Leisure enquiries, membership enquiries and Ava works across organisation. Both seem to be working well. The AI agents need time to bed in and will require training.
- Discussion took place around the Schedule of Planned Key Stakeholder meetings and in particular Board are keen that the quarterly meetings between AA & AC Chief Executive are happening. If KH remains absent, CK/IS will re-start these meetings.
- Digital board meetings were discussed. IT kick these off and invite ANGUSalive and all other services to share best practice.

CK noted that the next Strategic Development session is Friday 13 March (WMT). Ideas were invited from Board on what they would like to see at this meeting. A few items can already be pulled together from the meeting today.

Further discussion took place around Changing Places funding bids. Should the national fund re-open, CK advised that we are actively considering applications for Arbroath Sports Centre and Webster's Sports Centre, with Webster Memorial Theatre also being assessed.

Questions were raised around the frequency of the Employee Survey and what has been learned before. IS advised this was the first employee survey in 10 years with exception of COVID surveys. ANGUSalive have partnered up with CJM after conversation with HR team. Hopeful that survey results will provide useful data and future actions for improvement.

KF queried AI Assistants and asked what savings were being made in terms of people and what impact is being made across organisation. It was felt this could be affecting ANGUSalive reputation if people don't feel part of the organisation and have human contact. Discussion took place around this, and it was felt to be too early to have any meaningful data as the AI bots needed trained initially to be able to effectively deal with queries being received. The team are looking at consistency of responses and questions which are being asked as this evolves. Annie was deflecting customers who were trying to cancel memberships and would attempt to change their minds. It is hoped that there will be outputs which can be brought back to Board. The Board requested a 12-month review on this project.

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	<p>Discussion took place re the catering offering at Monikie Country Park and whether there was worth in looking at a hot drinks self-serve vending option. This would entail a procurement journey and could take time. Progress depends on footfall and often there can be a small return. A contract is in place with Excel vending already and this contract gives 30% return. Outdoor vending machines are being installed at Monikie Country Park.</p> <p>Board noted the content of the report.</p> <p>ACTIONS: <i>IS to bring 12-month review and data to be brought to Board for AI chat bots.</i></p>
<p>3.</p>	<p>02_26_ANGUSalive_InformationReport_FASMinute260130</p> <p>DW directed the Board to the minute of the Finance & Audit contained within the Information report. the Finance & minute was proposed as accurate by LD and seconded by BW.</p> <p>Discussion took place around the detail of the Finance & Audit minute. There were a lot of good news stories contained within.</p> <p>JC advised that there was now another excel spreadsheet which had been uploaded as an action from the Finance and Audit Subcommittee meeting detailing November 2025 income projections.</p> <p>Main good news item was that Budget Management Fee savings were now been proposed over 3 years - £140,000 year 1, £200,000 year 2 and £160,000 year 3. This is opposed to £500,00 over 2 years, as had been the previous ask. Although still to be formally approved it was not thought this proposal would change.</p> <p>The Countryside Car Parking Options Appraisal was tabled at the Finance & audit Sub Committee and the initial recommendation was to put in parking charges with a 3rd party operator however, the committee were nervous about this and pushed back. It was agreed a donations scheme would be put in place for the next year with a review thereafter. More focus put into Marketing with QR codes and signage around the park. If ANGUSalive are continued to be pushed on the Management Fee savings then discussions would need to take place with Angus Council about the reputational damage parking charges could bring.</p> <p>Pricing and Charging Structure Review was also tabled. A few small increases were to be taken forward; however, the team had undertaken a benchmarking exercise and ANGUSalive would still be the sitting in the middle alongside competitors and other suppliers. This can be monitored as time goes on. Final tweaks have now been made at the</p>

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	<p>committee's request to the packages for Countryside and consider numbers and discounts. This will go to Angus Council Committee on 3 March 2026.</p> <p>A further discussion took place in respect of pricing charges against increased wage bill. There is currently no correlation with this. JC advised the actual wage increase is covered by Angus Council and incorporates NI contributions, etc. although this is then covered in the management fee. Correlation between pricing charges and wage bill is to be looked at for next year.</p> <p>Internal Audit had advised the committee that CIPFA recommend ALEO's do self-assessment return. The committee looked at this and it was a significant questionnaire, and all agreed to do this in conjunction with main Board self-assessment process.</p> <p>External funding update was positive and showed where donations had now been utilised with over £600,000 having been received this last year in external funding and £291,000 from UK Shared Prosperity Fund.</p> <p>TF highlighted the £4000 used for delegated authority for videography and queried whether this was effective use of funds. AG advised that the procurement process had been followed for this, and the process looked at more than just price.</p> <p>Board noted the content of the report.</p> <p>ACTION: <i>JC/IS/CK to correlate the price increases with staff wage increases in future years</i> <i>SM to share the location of the Excel Spreadsheet containing details of November Income projections – complete and shared with FAS committee.</i></p>
<p>4.</p>	<p>03_26 Angus Council - Legal Reviews Information Report</p> <p>AG referenced the Legal Reviews report and advised a lot of work had been going on re Dual Use Agreement. Service agreement conversations with HR/H&S had also taken place and were of equal importance.</p> <p>AG will endeavour to bring timelines for SLA documentation in draft form to next meeting.</p> <p>Work needed progressed on SLA however, this still required information to be returned from KH.</p> <p>The main piece of work is around the Dual Use Agreement which is close to 'getting over the line' and AC Legal are pulling this together. Hopefully have more information at the April AA Board meeting - CK reiterated that the meeting on 3 February was positive.</p>

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	<p>AG directed Board to the report and stated change notices were all green.</p> <p>Change Requests - Angus Council have started an 'Estates Review'. This will help support work for any future change requests.</p> <p>Licence Occupy can be continued once Dual Use agreement is over the line. Some of Dual Use will then go into SLA, it is all connected. There is a push from the Council side to get these documents over the line.</p> <p>Further discussion took place around the Dual Use Agreement and questions were asked about who is at the meeting, as it was felt a lot of autonomy sat with Campus Leaders. GL advised acting Director of Education and Service Leaders had met with the Campus leaders before the meeting. They are very aware of personnel around the table and how decisions are made going forward. The duration of Dual Use Agreement was queried and GL advised this will be reviewed every 5 years. If a school wanted a change to how a building was being used there would be a notice period required.</p> <p>Questions were asked around the original calculation of the £305,000 Dual Use Agreement fee. The way it has been calculated previously is no longer viable and there is a willingness to talk through this calculation process from all parties. There does need to be transparency and the methodology used at present cannot be used going forward – this is all needing further discussion and CK will raise with AC colleagues as/when required.</p> <p>DH advised of caution over any savings being made as this can have a knock-on effect in other areas.</p> <p>No further questions were received, and Board noted the content of the report.</p> <p>ACTION: <i>Financial aspects for Dual Use Agreement to be discussed at Strategic Development Day in March.</i></p>
<p>5.</p>	<p>04_26 ANGUSalive Policies and Procedures - Annual Leave Update AA Annual Leave Policy</p> <p>IS advised this was a straightforward change in policy to align to Angus Council annual leave framework which took effect from Tuesday 3 November. Calculations made will have no effect on staff annual leave. ANGUSalive will adopt MyView to record annual leave and move away from UKG, which will result in a saving. MyView is already in place for recording sickness absence.</p> <p>ANGUSalive version of the policy is there for reference to keep the ANGUSalive identity.</p> <p>Board noted the content of the report.</p>

<p>6.</p>	<p>05_26 Project 2030</p> <p>IS advised progress of actions and risks around Project 2030, contained in Appendix 1 and broken down by service areas. Red colours are actions completed. The previous Project 2030 Project Manager has not been replaced and there is a bit of a gap in pushing forward the Project 2030 agenda which is why this has been highlighted as a risk.</p> <p>When relaunched back in March 2024, it was agreed to communicate on a month-to-month basis, and the communication strategy has not been working the way it should.</p> <p>The main EMT team have been working on Project 2030 actions but there is a fear that the wider team does not have so much visibility of any updates.</p> <p>The actions of Project 2030 feed into the Business Plan which is being taken forward to AC Communities Committee.</p> <p>Discussion took place around this, and it was agreed to take this discussion to the Strategic Development Day in March.</p> <p>Board noted the content of the report.</p> <p>ACTIONS: <i>KH/CK/IS are to take the Project 2030, along with an Options Appraisal/Solution to discuss at the Strategic Development Day in March.</i></p> <p><i>CK to arrange a Countryside Adventure presentation at the Strategic Development Day in March.</i></p>
<p>7.</p>	<p>AOCB</p> <p>Further discussion took place around the 'bring your own' alcohol' issue being stopped at ANGUSalive venues.</p> <p>KC highlighted that CLT Trading committee required a Council Director to replace Serena Cowdy. BW agreed to take on this role.</p> <p>KF thanked JCr for his contribution, as this was the last Board meeting he would be attending.</p> <p>No further business was brought forward from anyone in attendance at the meeting and KF drew the meeting to a close.</p> <p>ACTION: <i>CK to take forward the 'bring your own' alcohol policy and review to safeguard against the issues being raised and respond to anyone this has affected. This will be brought to future Board meeting.</i></p>

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	<i>SM to include Cllr Beth Whiteside in CLT Trading Committee and removal of Cllr Jack Cruickshank from ANGUSalive Board – complete</i>
8.	Date of next meeting Friday 24 April 2026 at 10am Forfar Community Campus