

ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held at Forfar Community Campus at 10:00 on Friday 26 June 2026.

Present:

Name	Title	Initial
Kenny Fraser	Independent Director - Chairperson	KF
Lynne Devine	Council Director	LD
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
Campbell Archibald	Independent Director	CA
Jessica Curran	Angus Council Finance Team Leader	JC
Shona Martin	Business & Systems Supervisor	SM
Iain Gaul	Council Director	IG
Beth Whiteside	Council Director	BW
Robbie Francis	Company Secretary	RF
Kirsty Hunter	Chief Executive	KH

Apologies:

Derek Waugh	Independent Director - Vice Chairperson	DW
Tam Ferry	Independent Director	TF
Alison Gallacher	Angus Council Procurement & Commissioning Manager	AG
Alison Watson	Angus Council Legal & Democratic Service Leader	AW
Dawn Hutchison	Finance Service Support Manager	DH

Item No	Note
	Welcome & Apologies KF welcomed everyone to the meeting. Apologies were received from DW, TF, AW, AG, DH.
	Declarations of Interest Directors were asked to consider whether they had any declarations of interest in relation to any item on the agenda for the meeting. No declarations were made. Minute of previous meeting was proposed as an accurate account of the meeting by RP and seconded by KC.
1.	Matters Arising Timeline for Angus Council POD Service Provision IS was actioned to provide an update on timeline development for Angus Council POD Service Provision (HR/Payroll) within a new SLA. IS advised there had been a positive initial meeting to work through service specification and what POD/HR will do for ANGUSalive. Further meetings are planned to bottom out what this provision will look like. It is hoped that there will be a document available by end of Summer 2026. Good progress has been made. This is a major component of the Service Level Agreement. Detail of the service Angus Council POD are to provide to ANGUSalive will be written into the Support Services Agreement. No contentious issues have arisen so far. The dynamic of these meetings has changed for the good in recent months. More Detailed info on AI Chat Bots IS to provide Board with more detailed info on AI chatbots and how other Trusts are taking this forward - what the benefits could be. The update provided was that the chat bots are being trained but any meaningful data may not be available until end of this year.

Other trusts are experiencing the same issues with training chat bots. Scottish Leisure Network Group are looking at this technology too. ANGUSalive are hosting the Scottish Leisure Network Group meeting at Webster Theatre later this year (27-08-26).

Bring Your Own Alcohol

CK was to take forward Policy on Bring your own Alcohol once Legal have approved. CK advised that he is still working through this with the AC Legal team - no further update at present.

Volunteers to assist with Angus Collection Centre cataloguing

IS was to explore the possibility of volunteers to assist with cataloguing everything being moved. Move has now taken place, and additional resource has come into this area through funding from Museums & Galleries Scotland. Jade (Collections Technician) has joined the Collections team for ANGUSalive, from a similar post in Aberdeen with vast experience in this area.

KF keen to provide a report to Angus Council on improvements already made in cataloguing and the environment collections are now being stored in. IS to bring report to Board detailing this in future. It was noted that this is also an audit action to be taken forward on a regular basis.

Confirmation of photographs taken - Angus Collection Centre

IS was to check with team that photographs are available and send email to Board to confirm. This action is complete.

Angus Collection Centre - Visit for Board Members

The official opening of the Angus Collection Centre (ACC) is on Friday 28th August, invites will be issued soon.

Membership Income Detail

A deep dive is to be undertaken into bACTIVE membership income for next Finance & audit Meeting in September.

Adjustments to Tap to Donate Stations (steps for customers)

Tap to Donate Stations at Monikie Country Park weren't quite set up correctly and tweaks need to be made into how this donation works. IS advised some signage is in place at both Monikie Country Park/Crombie Country Park and one donation station is located within the office at Monikie.

There has been a delay in the new devices being ordered and the lead time means delivery mid-late August.

This is an income risk as income target was set at £50,000 and the delay will mean the target will not be met this financial year. The cost of these devices is around £8,000.

IS gave assurances that the delay in ordering was a one-off issue.

A discussion took place around the income target, with feeling it was ambitious to begin with and possibly needed to be reviewed.

Board would like staff at Country Parks to take a proactive approach to encourage visitors to donate within the office at Monikie while visiting the park in the interim.

Legal Reviews

Action from previous meeting requesting a high-level list of contentious issues (e.g. where are the red line areas). These are to be part of future reports to allow Board discussion and support.

KH reported no contentious issues to report to Board.

ANGUSalive have provided all feedback to Angus Council Colleagues and are awaiting a final draft copy of the Dual Use Agreement for approval. Angus Council Strategic Commissioning colleagues have been chasing this.

A new format for Legal Reviews reports is being picked up later in this meeting.

Reserves Strategy and Investment Fund Contribution 2026

Board had requested JC determine whether sufficient funds are allocated to maintain the General Unrestricted Reserves (current policy states to retain equivalent to 3 months of operating costs including staff costs).

The proposal is to adjust the 2027 General Unrestricted Reserves Strategy and Investment Fund contribution. JC had reviewed numbers, and General Unrestricted Reserves could be increased in 2026/27 to £1.95 million and future years to £2.2 million. OSCR guidance is for 3 months of operating costs, ANGUSalive have decided to also cover staff costs.

Board were asked to consider if they wished this to be actioned with immediate effect or await a formal review in policy.

After discussion Board Members agreed to increase reserves to £1.95 million from 2026/27, with further discussion to take place at a later date upon reviewing policy. This is an opportunity to explain to Angus Council why we are holding these funds back in this way.

Investment Fund Proposals

Pool Pod financial figures to be reviewed, to consider costs/alternative options and query responsibility of funding this replacement. CK advised this review would be carried out a proposed presentation be brought to the next AA Board Development Day. This was agreed.

Update on Chair Lift - Reid Hall

CK was asked to chase the delivery and installations for the chair lift at the Reid Hall which was approved at a previous Board meeting in 2025 due to the existing chairlift being a Health & Safety issue and advised Board that delivery date is Monday 27 July and will be over 5 days. Procurement are following up with the supplier around contractual obligations and delays and will speak to Property colleagues over contractual implications and determine the terms in which the chair lift has been ordered. This is still currently being looked at by **(AG/AW)**

Project 2030

CK was asked to take forward high ropes decommissioning. CK advised of a quote of £20,629.08 to remove the high ropes course, slightly down on previous quote.

Board were asked for a decision on whether to proceed with this decommissioning of the condemned equipment.

After discussion it was agreed that this should go ahead - CK will make the arrangements.

Board asked SLT to look at how report data is presented for Project 2030 reports going forward.

ACTIONS:

Board to be kept up to date on any development/contentious issues which arise as part of POD agreement **(IS)**

Paper to Board to capture improvements made to cataloguing and environment within the new Collections Store **(IS)**

Increase General Unrestricted Reserve Fund to £1.95 million after agreement from Board – further discussion to take place around reviewing policy around this. **(IS/KH/CK/JC)**

Take forward and progress the decommissioning of high ropes after agreement from Board **(CK)**

Review and Discuss Project2030 data presentation **(KH/IS/CK)**

2.	12_26 Executive Team Update CK highlighted a few of the points in the report where full detail is available for Board Members to consider. Angus Collection Store A lot of positivity around this and the official opening on Friday 28 Agust.. Museums & Exhibitions Success Exhibitions have seen a strong performance with so far £23,438.58 of artwork sold, in comparison to £5280 in 2024/25. Victoria Wyllie exhibition has been main contribution to this with £4929.58 commission off of the back of this, contributing to a total commission of £7811.75. This exceeds the target of £5000 and is significantly higher than £1705.05 in 2024/25. This gives the organisation a little accreditation as this is a well known artist who should provide positive feedback about Angus. Victoria had complemented the team at the Forfar Meffan Museum & Art Gallery on their approach to featuring her exhibition. Commission was given to ANGUSalive even though it had been sold on her own website. Make Waves at Monikie ANGUSalive's application to the Tesco Community Fund for the project 'Make Waves at Monikie' has been successful securing the full amount applied for - £1,350.00, for the purchase of lightweight paddles for children to use in water sport activities Though a relatively small grant amount, these small, targeted pockets of funding can make a huge difference to the services delivered. Inclusive Bikes Project and Pedal Together - Angus Inclusive Bike Project is now up and running after being launched on Saturday 30 May 2026. LS wanted to pass on thanks for everyone who assisted with this and attended on the day. Positive feedback was received from Directors who attended the launch. Forfar Loch Country Park - Active Travel Improvements

	Active Travel improvements at Forfar Loch have now been completed. This has been a long-term aim for ANGUSalive and we pass our thanks to Angus Council as this has made a huge difference and provides improved pathways for users of all ages and abilities, providing a full pathway round the loch. Mental Health Awareness Week - Walking Sports On Friday 15 May 2026, Angus Community Sport Hubs, supported by Angus Health and Social Care Partnership, marked Mental Health Awareness Week with a Walking Sports and networking event. This along with other pieces of work have been recognised nationally by sportscotland and described as 'country leading'. Drowning Prevention week is a live topic with all sorts of incidents which have occurred nationally. Highlight that AA are doing as much education as possible and linking with Scottish Fire & Rescue to deliver this. KC highlighted the Forfar Fan Zone - although numbers weren't as great as expected, credit to team for trying something new and this was still profitable for the organisation. Comment from Board members that Scott McRuvie presented very positively at AC Licencing Board ahead of this event. Board expressed support at all of these initiatives. Board noted the content of the report.
3.	13_26 Finance & Audit Information Report JC was reporting on Finance & audit due to apologies from DW. Finance, Audit and Scrutiny meeting took place 12 June. This was the final finance update for year end 2025/26 and presented draft accounts. Highlights were reported in Net Income position (detailed within the minute of the meeting) Overall group Net Income had decreased slightly from £244,000 to £235,000 with a few changes to note. Late info had been received in respect of employee holiday benefit rules and increased grant funding received and more funds are now to be allocated to General Unrestricted Reserve Fund as per previous agreement. It was noted that the £30,000 adjustment to General Unrestricted reserves didn't affect the bottom line. Unrestricted reserves are £3,992,000.

	If increase is made to General unrestricted reserves to £1.950 then full amount will not go into investment fund which will decrease to £1.5 million going into 2026/27. 2025/26 Net Income was helped after receiving the £291,000 from the Shared Prosperity Fund and underspends in staff costs. JC gave an update on the HMRC Review and advised information had been provided to them and still not heard anything back around this. Internal Audit Progress Report focused on the Museums Collection report and was very positive. Risk register to be completed on back of this. A few quick quotes had been undertaken – details contained within the Finance, Audit and Scrutiny minutes. The HMRC mileage rate has been increased to 55p from 45p. The impact of this is around £3500 and Board had agreed at Finance, Scrutiny and Audit to take this forward if in line with Angus Council which has since been approved at Council Scrutiny meeting. This will be back dated to beginning of April 2026. The feeling was this was long overdue given increases in fuel costs and cost of living etc. Board scrutinised and noted the content of the report and the minute was approved as accurate by LD and seconded by TF.
4.	14_26 Project 2030 Update There are now a total of 73 actions identified to be worked on over the next 3 year period. 21 new actions were identified at the recent workshops, 9 of the total of 73 actions have already been completed and closed. Board were directed to the detail in appendices highlights of a few points for Board members. As part of the continue income focus it was noted that there has been a strong performance from Museums & Galleries and they are now looking to push ahead with sales online via Ticketsolve once this has been set up and training provided. The Junior Membership review is well under way. New staff member will join the team this is in recruitment process. An advisor will join team to provide a new programme for Junior members. This will be a dedicated resource to take this forward. This should be area where there's an opportunity for growth.

ANGUSalive Estates Review

Some staff were on tour of Forfar with AC Elected Members and they had seen the hub area in Forfar Library. One proposal is that this will be moved to Angus House ground floor where Angus Council, IT were located previously. This has progressed quickly and ANGUSalive are now awaiting confirmation from Angus Council on possible next steps. It is felt that this would provide a much better space for Library staff and create a Head Office space for ANGUSalive. SLT are keen to support this move and will work with AC to progress.

It was noted to Board that there would be no financial impact from an ANGUSalive perspective and costs will be covered by Angus Council to house books, etc. although this level of detail was not available just yet. Angus Council are looking at budgets to make this proposal part of the wider project to fully utilise Angus House.

Forfar Library would be rehoused in another location within Forfar town centre once a suitable location can be identified.

Staff Survey

As part of the People Plan the Leadership team had met to work through areas from the Staff Survey and to work through three cross service recommendations. Plans include - session with AA Leadership team next week and then a meeting with the company who undertook the survey to discuss next steps, recommendations and enable an Action Plan to be produced. Some feedback has been taken forward already (e.g. a more visible Trade Union presence and drop-in sessions have been organised for staff, reminders have been issued that all staff are entitled to a free ANGUSalive membership as part of their Terms & Conditions of employment.

Board made a request to have the survey results shared. This will be brought to the August Development Day.

Signal Tower Museum

Signal Tower Museum team presented the Business Justification Case for Signal Space (Garden Project) at the Tay Cities Deal Culture & Tourism Thematic Board on 1 June 2026 and funding approved pending some minor updates being made to the documentation. Two further stages of approval are then required to release the funding which we hope will be fully confirmed in September 2026 to enable work to commence.

Board members queried the match element and it was confirmed this had been discussed at the meeting and confirmed the match was accounted for.

Arbroath Changing Village at Arbroath Sports Centre

sportscotland requested a small adjustment to some of the plans but they have been received positively and decisions have been made and are to be ratified by their Board. So far, the noises are positive and hope to hear of a decision soon.

Webster Sports Centre Developments

Following the refurbishment of the fitness suite, we are renovating the swimming pool changing rooms for customers to enjoy. The project begins on Monday 6 July 2026 and is expected to take six to eight weeks to complete. The pool will remain open during this time.

Arbroath Sports Centre/Webster's Sports Centre Pool Plant and Air Handling Unit Replacement

ANGUSalive are working closely with Angus Council Property colleagues following confirm of Angus Public Infrastructure Funding, on the scheduling of works and this will be a lengthy closure of this site. Communications will be in place early and CK is working with Ian Lorimer around this (**this information remains confidential and not to be shared until confirmation received**).

The current infrastructure is beyond serviceable life at Arbroath Sports Centre. Angus Council has allocated £1.2m (inc. Webster's Sports Centre) for a comprehensive upgrade of the swimming pool plant and air handling systems. This will deliver increased reliability, extending overall plant operation and reduced running costs for the pool plant.

SLT Review of Strategic Aims

Review of Vision mission and Strategic aims for SLT is underway. An update will be given to Board at Strategic Development session in August.

Project 2030

Board would like clarity over working in first section 'current position' as it doesn't seem to speak of innovation. There is a cost saving agenda around this but improved outcomes are part of this and improvements to be made around organisational delivery. Feeling is that the position globally is now worse and need to see efficiency improvements. Is 2030 now a realistic time frame?

A discussion took place around Project 2030 and how this is being reported on.

In risks concerns of paper (p38) there is a sense that something needs to be done to ensure that Project 2030 is taken forward in the absence of the previous postholder who drove this forward. It is important to review the plan in place and ensure that transformation/aspirations are being taken forward.

We need to see things move from the plan rather than keep adding to this. Review what is contained as part of Project 2030. (e.g. some of tasks are business as usual rather than strategic - implementation of QLM Actions

Board will look at principles of Project 2030 at the strategic Development Day in August.

Board scrutinised and noted the content of the report.

ACTIONS:

Take report to Board re Staff Survey to next Board meeting in September (**KH**)

Look at principles of Project 2030 and discuss this in full at Strategic Development day in August (**KH/CK/IS**)

	Report on the Review of Vision Mission and Strategic Aims of SLT to be taken to Strategic Development Day in August (KH)
5.	15_26 Angus Council - Legal Reviews Information Report KH gave an update on the format of this report. Following last Board meeting in April the client has written to advise they are no longer providing this report as they don't feel it's appropriate for Angus Council officer's to provide assurances around these pieces of work. A conversation has taken place with Chair, Vice Chair and RF around this. In same way ANGUSalive provides Angus Council with a report on at their Council meetings, Angus Council will provide this information to KH with a cover report to be created to report on these matters going forward. In the absence of this report for this Board meeting KH confirmed the position is to give a verbal update and then post the report into shared area once available. Taking ownership of this report isn't necessarily a bad thing and the main reason the legal Review Report came into existence was due to Angus Council wishing to push these areas forward at speed. RF advised that there is a need to understand where these legal agreements were at and the why's and wherefores. The feeling was that Board was taking legal advice from Angus Council legal team and this is not the case, they are seeking clarify on where Angus Council are with these items. There is an SLA in place to provide legal support to the organisation and a need to understand what the AC Legal Team are doing for ANGUSalive. A discussion took place around what was asked for at last meeting. The request was for an understanding on where things are at. KH feels that someone from Angus Council is required to represent the Legal team at ANGUSalive Board meetings. There are currently 26 outstanding clauses in Dual Use Agreement with the last in person meeting held 2 April 2026. The 26 clauses which required feedback were circulated and returned to Angus Council on 8 May (same day). The Strategic commission team had set a date of 25 May for remaining feedback. No feedback has been received from Education but commitment has been made to do this before schools break off at the end of June. A target date is required from AC Legal to pull final version together. The final document needs shared with ANGUSalive as a full document to be read through in it's entirety.

ANGUSalive

	Financial requirements were discussed with IL at end of May - total envelope of Angus Council funding to ANGUSalive needs to be maintained. If the Dual Use Agreement charge was to increase or decrease the Management Fee would adjust accordingly. Several clauses have been removed from the Dual Use Agreement and moved into overall SLA. There is frustration on Board Directors behalf and a feeling the risks sit with the Board and they do not know what they are managing. Although nothing contentious, ANGUSalive still need to see this document. It was noted that Service Specification and Licence to Occupy reviews are also still ongoing and these are all linked. Licence to Occupy last had changes made in October 2024. The body of document hasn't been updated since 2015, there was some work undertaken but this has never been taken forward. Board noted the verbal delivery of the report and will scrutinise when available. ACTION: Provide the report to Board once available – this will be issue via a link by email to Board members (KH) Communicate with Angus Council to ask for timelines for completion of Dual Use Agreement, Service Specification, Licence to Occupy & SLA (KH)
6.	16_26 ANGUSalive Performance Report Performance Report document This was a positive document which highlighted breadth and depth of work being undertaken by the team and there are significant increases in most areas. If things aren't going well, that is ok, these need to be discussed. Exceptionally positive in most areas. It would be useful to have feedback from Directors via the feedback form to take to Scrutiny & Audit and a deadline has been set for set for Friday 10 July for Directors to note this via the feedback form uploaded to the shared area. It was noted that the report had moved in the right direction since it began. Board scrutinised and noted the content of the report. ACTIONS: All feedback forms to be with KH by Friday 10 July for inclusion at Scrutiny & Audit. (DIRECTORS)

7.	17_26 Health & Wellbeing Funding CK drew Board members attention to summary at top of Report. They have now secured £100,000 for Angus. £50,000 each towards the Be Active.....Livewell programme and Healthy Steps Angus. CK requested match funding from the AA Board of £100,000 which would allow ANGUSalive to continue the Be Active.....Livewell programme to end March 2028 and Healthy Steps Angus to end December 2028. If approved there will be a continued effort to find longer term funding for these initiatives. ANGUSalive are part of COSLA White Paper and presented a case study at a recent Local Government Benchmarking Framework event in support of wider national work around health & well-being. We have also welcomed the Chief Medical Officer and Deputy Chief Medical Officer to Angus over the last year, both of whom showed great support for our sector leading work. CK/LH will meet with Lloyd Melville (MSP) on Monday 27 July on the back of his recent speech in Parliament on the importance of prevention. Board scrutinised and noted the content of the report and approved the match funding of £100,000. Board thanked the team for their work.
8.	18_26 Policy & Procedure IS advised this report was highlighting an extensive piece of work which has been undertaken by LH to review policy & procedures within ANGUSalive. Board were asked to approve people policy framework and the revised suite of policies and the continued work in this area. Board scrutinised and noted the content of the report and agreed to take this forward. ACTION: Check where Menopause policy sits within the policy framework – this is part of phase 2 of this policy & procedure review (IS)
9.	AOCB

ANGUSalive

	No other competent business was discussed.
10.	Date of next meeting Friday 25 September 2026 at 10am, Forfar Community Campus