Who are we?

The charity ANGUSalive is the culture, sport and leisure trust for the county of Angus, we have been operating since 1 December 2015.

ANGUSalive offers residents and visitors to Angus a wealth of services which inspire healthy, active and creative lifestyle choices through the use of our sports centres, country parks, theatres and venues, museums, galleries, archives, libraries and ACCESS offices.

We have five service areas which form our culture, sport and leisure offering:

- Libraries
- Museums, Galleries & Archives
- Sport & Leisure
- Countryside Adventure
- Theatre & Venues

ANGUSalive has almost 500 employees, led by a chief executive and senior management team.

The chief executive reports to the ANGUSalive board which comprises of five independent directors and four council directors who are elected members.

The charity promotes, operates and delivers services on behalf of Angus Council.
Foreword by the Chief Executive

Tuesday 1 December 2015 was a momentous day which signalled the formal launch of ANGUSalive with the official transfer of culture, sport and leisure services and employees from Angus Council.

The primary objective over the first few months through to 31 March 2016 was to ensure a smooth continuation of customer service provision and we were successful in achieving ‘business as usual’ operations during this period. I would like to take this opportunity to extend my personal thanks to all of the team at ANGUSalive for their commitment to ensuring customers across our broad portfolio of services were not impacted during the transition and initial trading.

The charity is committed to its vision of changing lives by inspiring healthy, active and creative lifestyle choices. Development of our strategy will define how this vision is going to be delivered and the future direction of travel for the organisation.

A high quality customer experience is critical to our future commercial success and we are focused on delivering the best possible customer service. World Host Principles of Customer Service training will therefore be rolled out to front line employees next year to support the pursuit of this outcome.

The support of our chairperson, vice-chairperson and board of directors has been very important during these first four months. We will continue to work together to develop the charity over future years which are anticipated to be challenging due to budgetary pressures and marketplace conditions.

The expertise and dedication of our employees has been central to the achievements of the charity in the provision of culture, sport and leisure services to the communities of Angus. This first annual report contains an overview of some of the highlights, our externally audited financial statements and provides an introduction to ANGUSalive.

The charity is committed to its vision of changing lives by inspiring healthy, active and creative lifestyle choices.

Chairperson’s introduction

I am privileged to have been the first chairperson of ANGUSalive, Angus Council’s trust for culture, sport and leisure.

The first year has been an interesting one with the setting up of the board, a new chief executive and a new senior management team who are all working towards our common goals to provide the people of Angus with a world-class service.

The transition from the council to the charitable trust was seamless for members of the public and for our staff.

During this period, we opened the Brechin Community Campus (see pages 16/17 for a case study), in which we have a brand new leisure facility. Our staff are adapting to their new surroundings and providing a more flexible approach to leisure, working around the needs of the public and the school.

We are working towards the opening of the Forfar Community Campus in February 2017 which will be a state-of-the-art facility for all to enjoy, again bringing together the swimming pool and leisure activities all under one roof.

Our libraries are about to be given a huge makeover and investment which will provide our customers with a highly modern and efficient service.

With many more priority projects on the horizon ANGUSalive will go from strength-to-strength.

I would like to thank my fellow board members for all their hard work and also the chief executive and her senior management team for progressing the work of ANGUSalive.
Our mission

With a clear focus on customer service excellence and continuous improvement, our engaged workforce will deliver innovative services providing opportunities for all people to connect with the richness of activity available in Angus.

Our vision

"Changing lives by inspiring healthy, active and creative lifestyle choices."

HEALTHY | ACTIVE | CREATIVE

Strategic aims

Aligning to our status with OSCR (Office of the Scottish Charity Regulator) and our Articles of Association, ANGUSalive has identified the following strategic aims for the charity.

Strategic aims
1. Ensure strong, transparent governance and demonstrate community benefit
2. Deliver best value and create investment opportunities
3. Champion the positive benefits of our services
4. Encourage participation for all
5. Promote a culture of diversity and equality
6. Improve outcomes through effective partnerships at local, regional and national levels
7. Engage and communicate openly
8. Recognise the value of our employees
9. Promote use of our spaces as community hubs
The road to ANGUSalive

2015

SEPTEMBER

4 September
- Prepared countdown to go live
- Appointed directors
- Determined split of activities between the main corporate body and the trading subsidiary

10 September
- Update report sent to Angus Council

18 September
- Agreed facility property transfer arrangements
- Agreed the activities for the charity

30 September
- Finalised agreements for service, transfer and support services

OCTOBER

7 October
- Consulted with services to communities employees and trade unions

9 October
- Applied for VAT registration

15 October
- Appointed chief executive

22 October
- Finalised business case

30 October
- Completed recruitment process to populate new structure

NOVEMBER

1 November
- Notified key stakeholders of changes
- Notified media of new arrangements

3 November
- Planned training for board of directors
- Agreed the charity 2015/16 budget

13 November
- Awarded OSCR charitable status

20 November
- Established new banking procedures

30 November
- Prepared outline business plan
- Transfer of staff to new corporate body

DECEMBER

1 December
- Go Live!
- Transferred responsibilities to board of directors
Four months in the making of ANGUSalive

Establishing our identity
- We launched the name and brand for ANGUSalive to signify the transition of services to a charitable trust
- Continuous profiling of the charity through regular media updates of all facility programmes and services
- Developed a social media presence with rebranding and regular posting for service areas
- Launched the charity’s website www.angusalive.scot to provide a central source of information. It currently receives over 11,000 unique visitors per month
- Developed ANGUSalive’s vision, mission and strategic aims

Investment in facilities
- Worked closely with Angus Council to establish the Brechin Community Campus

Customer service
- Established a single system across the trust to consistently record and monitor compliments and complaints
Key highlights

2015

DECEMBER

Libraries
As part of a new, innovative Scottish consortium, we procured and implemented the market-leading Spydus library management system.
Spydus will automate some services and will help us to reduce costs and provide a better customer experience.

Football Development
Following a 10 week pilot at Carnoustie Sports Centre, we had a successful handover of Carnoustie Panmure Football Club Walking Football Programme. ANGUSalive supported the club to deliver the programme and helped source external funding to allow the club ownership of the programme. There are 18 players who now play weekly, with their own strips and an independent walking football committee.

Sport & Leisure
We developed a Christmas voucher offer for our bACTIVE sports membership and ran a bACTIVE promotion throughout January/February which led to over 700 new membership sales in January/February.

Museums
As part of The Meffan Museum & Art Gallery’s Winter Exhibition, the inaugural Colin Dakers Memorial Prize, in memory of a former Angus Council employee, was awarded to Kate Steenhauer, in addition to the regular purchase prizes.

Countryside Adventure
Monikie Country Park’s Festive Fun Weekends ran for the first year over three weekends in December and included a Santa’s Grotto, local produce market stalls and decoration workshops.
JANUARY

Community Sport Hubs
Kirriemuir Community Sport Hub (KCSH) was fully established in January 2016 with an action plan and mission statement agreed.

Within KCSH there are six clubs with 1,019 playing members and 80 active coaches.

Strathmore Cricket Club is one of the successful playing clubs within KCSH and has 48 playing members along with eight active coaches.

Other clubs involved in the KCSH are Kirriemuir Thistle Youth Football Club, Kirriemuir Tennis Club, Kirriemuir Bowling Club, Evolution Combat Sports and Strathmore Rugby Club. The hub also has representation from Angus Council, ANGUSalive and DD8 Music.

Without being based in Kirriemuir, we are the nearest cricket club and being involved with the Kirriemuir Hub provides an excellent opportunity for us to promote what we have to offer in the local area. The ability to communicate and work with other clubs will hopefully also prove beneficial going forward.

Gary Hewitson  coach and committee member of Strathmore Cricket Club

The Community Sport Hub has brought clubs in the Kirriemuir area together to identify ways to increase their profile and highlight to each club the successes and challenges they face.

Magnus Moncrieff  Active Schools coordinator, Angus Council

Disability Sport
ANGUSalive took ownership of adaptive bikes to increase opportunities and develop a sustainable and all-inclusive cycling hub in the Angus area. A pilot was carried out on the concept of an adaptive cycling hub, the first in Scotland and sessions are now up and running in Arbroath.

Museums, Galleries & Archives
The first exhibition of 2016 was ‘The Vital Art’ (9 January - 6 February), an exhibition by a selection of members of The Society of Architect Artists and was arranged to coincide with the Scottish Year of Innovation, Architecture and Design 2016.

FEBRUARY

National Libraries Day - February 4
As part of National Libraries Day, visitors to ANGUSalive libraries were asked to comment on why they loved their library, noting their experiences, feelings and tales of their book adventures.

I love coming to the library as it is so family friendly. A great place for children and their families to come and share stories and books!

I love the mobile library don’t know what I would do without it. One of the best there is!

My wee one loves Bookbug and staff are brilliant with him always smiling and happy to help!
MARCH/APRIL

Museums, Galleries & Archives
- Local freelance photographer Jim Ratcliffe gifted his life’s work of more than 75,000 carefully catalogued negatives to Arbroath Signal Tower Museum. In co-operation with our archives team, the museum hosted the first ‘drop in day’ for visitors to view a selection of these photographs from the late 1960s onwards
- ‘Transforming the Ordinary’ showcased the work of Lindsey Lavender, painter and former architect, in The Meffan Museum & Art Gallery and Montrose Museum
- ‘Creatures in Time and Space’ (19 March - 16 April) featured the talent of Belgian born artist Cecile Simonis. Cecile was the recipient of The Meffan Gallery and Museum Solo Exhibition Prize awarded by the Society of Scottish Artists at their annual exhibition

Outdoor Education
We consulted with additional support needs and nurture groups who have given us some invaluable feedback.

Sports Development - 10 March 2016, Angus Sports Awards
Across the eight award categories, there were 98 individuals/teams nominated and a total of 25 shortlisted nominees. The ceremony took place in The Reid Hall, Forfar, where 230 guests enjoyed the awards ceremony with local entertainment. The evening was hosted by Radio Tay with Dundee & Angus College catering students providing the event’s hospitality.

Disability Sport
A partnership was formed with Angus Carers to provide ‘The Families Programme’, funded by Better Breaks. The programme consists of a variety of activities for children and young people with additional support needs to enjoy, either with their families or with the support of a trained worker.

The whole experience has been extremely positive and very beneficial for the children who have been involved. The activities are well thought out and planned to maximise the benefits for the children. An excellent and valuable learning experience.
Service overview
1 December 2015 - 31 March 2016

N.B. Facebook Likes are as captured for 31 March 2016 and Reach (organic) is the average for this period.
* all figures presented are for the period December 2015 - March 2016 unless otherwise stated.

LIBRARIES

91,089
Items borrowed

117,075
VISITORS

PEOPLE’S NETWORK SESSIONS

14,662

Downloads

1,302 Emagazines
465 Ebooks
943 Eaudiobooks

Wi-Fi sessions
804

5,000
Children and families attended Bookbug sessions between December and March.

Total Facebook Likes/Reach
1,084/601

ACCESS Offices

18,679
Enquiries

45,432
Payments

N.B.
MUSEUMS, GALLERIES & ARCHIVES

MUSEUMS & GALLERIES VISITORS
10,475

ARCHIVES VISITORS
257

Archives enquiries
941

300
Artworks at The Meffan Winter exhibition

Total Facebook Likes/Reach
Museums & Galleries
899/1,514

Archives
705/337

30
Events at our museums
1,140 people attending

805
Museum collection enquiries
SPORT & LEISURE

**573,155**
Sports Centres Attendances

**8,988**
Active Memberships *March 2016*

**22 February 2016**
Brechin Community Campus

**3,474/794**
Total Facebook Likes/Reach

Sports Development

**80**
National Athlete Support Angus Members (NASA)

**87**
Accreditations under Angus Club Excellence Awards Scheme (ACE)

**13**
People attended last year's pantomime Cinderella

**40**
Clubs affiliated to an Angus Community Sport Hub

**22**
February 2016

Public Opening

**Total Facebook Likes/Reach**

** public opening **

**HUB**

**HUB**

**HUB**

**HUB**

Number of Community Sport Hubs
THEATRE & VENUES

38,316 Town Hall attendances

PERFORMANCES, CONFERENCES & EVENTS AT THE WEBSTER MEMORIAL THEATRE

173

9,228 People attended last year’s pantomime Cinderella

19,931 THEATRE ATTENDANCES

1,033/78 Total Facebook Likes/Reach
The Webster Memorial Theatre

COUNTRYSIDE ADVENTURE

165,989 ATTENDANCES
2,483 OUTDOOR EDUCATION ATTENDANCES

4,800 Visitors to Festive Fun Weekends at Monikie Christmas Fair 2015

Total Facebook Likes/Reach 881/833
Our venues and services

Across the county of Angus we operate a diverse and unique culture, sport and leisure portfolio.

Libraries/ACCESS offices
- Arbroath
- Brechin
- Carnoustie
- Forfar
- Kirriemuir
- Monifieth
- Montrose
- Mobile Libraries
- Home Delivery Service

Theatre and Venues
- Arbroath Community Centre
- Brechin Community Campus Theatre
- Inglis Memorial Hall, Edzell
- Kirriemuir Town Hall
- Montrose Town Hall
- Reid Hall, Forfar
- The Webster Memorial Theatre, Arbroath

Countryside Adventure
- Crombie Country Park
- Forfar Loch Country Park
- Glen Doll Ranger Base
- Monikie Country Park
- Montrose Basin

Museums, Galleries & Archives
- Angus Archives, Restenneth Priory, By Forfar
- Arbroath Art Gallery (within Arbroath Library)
- Brechin Town House Museum
- Inglis Memorial Historic Library Visitor Centre, Edzell
- Gateway to the Glens Museum, Kirriemuir
- The Meffan Museum & Art Gallery, Forfar
- Montrose Museum
- The Signal Tower Museum, Arbroath
- William Lamb Studio, Montrose

Sport & Leisure
- Arbroath Sports Centre
- Brechin Community Campus
- Carnoustie Sports Centre
- Forfar Swimming Pool
- Lochside Leisure Centre, Forfar
- Montrose Sports Centre
- Saltire Sports Centre, Arbroath
- Webster’s Sports Centre, Kirriemuir
- High School Pools, Monifieth and Carnoustie
Brechin Community Campus

The Brechin Community Campus is a flagship development which will enhance community leisure facilities, provide a performance space and accommodation for adult learning and youth activities and create a replacement for Brechin High School and Brechin Leisure Centre.

The £26.5m project opened to the public on 22 February 2016 and was built across 11,200 square metres and caters for 800 pupils, as well as the local community.

The community campus accommodates Brechin High School, ANGUSalive and Angus Council’s communities team, along with Dundee & Angus College and the wider community.

Facilities within the campus are accessible for the public and pupils with additional support needs. There are also specific areas in the campus for use by community groups and for culture, sport and leisure activities.

An exciting feature climbing wall takes pride of place in the centre’s atrium, offering a unique experience to all visitors and encouraging staff to train in a new skill as described in the case study opposite.

ANGUSalive provides more bookable space, onsite swimming lessons and has expanded junior and adult coaching programmes as part of the campus provision.

The full facilities include:
- 25m 5-lane swimming pool
- Health suite (sauna/steam room)
- Climbing wall
- Main sports hall
- Gymnasium
- 40 station fitness suite
- 2 studios
- Crèche
- Outdoor pitches
- Food to go café - operated by Madisons of Montrose
- Theatre - a performance venue for drama, concerts, conferences, workshops and meetings

Phase 2 of the Brechin Community Campus project includes:
- 196 car parking spaces (opened October 2016)
- Grass athletics track (expected early 2017)
- Outdoor pitches on site (December 2016)
- Synthetic pitch (expected early 2017)
Case Study

Sport & Leisure  climbing wall at Brechin Community Campus

The climbing wall at the Brechin Community Campus was visualised as part of the atrium to showcase the new premises on Duke Street, Brechin.

New opportunities
As part of the development, staff members were asked to nominate themselves for training in order to deliver classes on the new climbing wall.

Leisure attendants Gemma and Claire both expressed their interest and as Gemma describes, it was out of character to opt for such a different sport

The idea of training to be an instructor for our new climbing wall really interested me, as it was something different, unique and a bit more of a challenge than traditional sports centre activities such as badminton or using the fitness suite. I was scared of heights and would say I am a bit of a nervous person, but the thrill of the wall has given me the adrenaline to approach it and now I am excited!

Training
Both leisure attendants completed six full days of training to become a certified Climbing Wall Teacher. This entailed a full day at Avertical World in Dundee followed by a further two full days at Brechin Community Campus. Gemma and Claire completed their training alongside two teachers as part of the school’s curriculum provision.

The assessment criteria for both instructors to achieve their qualifications included familiarisation with climbing and climbing walls and different techniques for belaying where climbers work with a rope’s tension and a GRIGRI device, which assists in breaking, to prevent the sudden fall of their buddy. The two days spent back at Brechin Community Campus included the risks and procedures for dealing with falling, getting stuck and rescuing.

The training concluded with movements, techniques and ideas for games to keep children entertained.

Looking ahead
There are now weekly climbing wall classes and sessions for children will also feature in ANGUSalive’s summer and October holiday programmes.

Instructor Gemma has aspirations to achieve a climbing wall award which will develop her skills as an instructor and to help promote the activities and courses for the Brechin Community Campus climbing wall.

“The idea of training to be an instructor for our new climbing wall really interested me, as it was something different...”
Financial - overall

Consolidated accounts
We have extracted the following information from ANGUSalive’s externally audited accounts for the period of trading 1 December 2015 - 31 March 2016. The figures were before pension measurements.

The results are arrived at from the following areas:

Business Management & Development
ANGUSalive’s business support, development and marketing function is responsible for supporting the Sport & Leisure, Theatres & Venues, Countryside Adventure service areas and also the services from Museums, Galleries & Archives and Libraries and ACCESS. This unit also manages all of the service level agreements for the services that the charity receives from Angus Council, such as communications and staffing.

Sport & Leisure, Theatre & Venues and Countryside Adventure
Sport & Leisure generated income sources include bACTIVE membership scheme and pay-as-go (bACTIVE LITE), Theatre & Venues and activities held within our Countryside Adventure parks.

Museums, Galleries & Archives and Libraries & ACCESS Offices
Income generated from Museums, Galleries & Archives and Libraries & ACCESS Offices includes book sales, photo copying charges, training, tea and coffee, hire of facilities, booklet, publication, souvenir, photo sales, genealogy research and commission from exhibition sales.

<table>
<thead>
<tr>
<th></th>
<th>2015/16 Actual ANGUSalive Charity £’000</th>
<th>2015/16 Actual ANGUSalive Trading £’000</th>
<th>Total ANGUSalive £’000</th>
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<td>Grants &amp; Contributions</td>
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<td>Sales, Fees &amp; Charges</td>
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<td><strong>82</strong></td>
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<td>Net Surplus / (Deficit)</td>
<td><strong>297</strong></td>
<td><strong>(212)</strong></td>
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Our governance and board

Governance
ANGUSalive is a private company limited by guarantee without share capital use of ‘limited’ exemption.

It was incorporated on 27 February 2015 with Company Number SC499155. The company is governed by its Memorandum and Articles of Association through its board of nine directors. Angus Council is the sole member of the company. The company has charitable status under Section 505 of the Income and Corporation Taxes Act 1988 and the Scottish Charity Number is SC046133.

The company was granted charitable status on 13 November 2015 and commenced trading on 1 December 2015. Any surplus income generated by the company is reinvested to improve the facilities and services provided to the communities in Angus.

ANGUSalive has a trading subsidiary Angus CLT* (Trading) Limited which is a Private Limited Company incorporated on 17 March 2015 with Company Number SC500697.

*Culture and Leisure Trust

<table>
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<th>Trading Co.</th>
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<td>Mr Donald Archibald</td>
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A welcome from Sporta
The national association of leisure & culture trusts

It has been my pleasure to welcome ANGUSalive and the Angus communities to our thriving network of leisure and culture trusts across Scotland and the UK.

Sporta was created in 2005 by chief executives and managers of trusts to form a strong network and help share good practice across the industry and also to help to inform and shape government policy. It now numbers 130 organisations in England, Scotland, Ireland and Wales - 27 in Scotland - with more local authorities turning to the trust model to improve efficiency and develop greater opportunity, while, crucially, ensuring all profits are invested straight back into our communities.

Angus Council and ANGUSalive are to be applauded for the vision of setting up a combined leisure and culture trust from the start and the enthusiasm that staff, board members and councillors have brought to the table in learning from and sharing with other trusts has been fantastic.

We hope the SPORTA network will continue to help ANGUSalive to grow successfully.

“Angus Council and ANGUSalive are to be applauded for the vision of setting up a combined leisure and culture trust from the start...”
Become a member - join us at
www.angusalive.scot/library or www.angusalive.scot/sportsmember

Make a donation - use gift aid or corporation tax relief
enquiries@angusalive.scot | 01307 473880

Become a corporate partner
marketing@angusalive.scot | 01307 473850