

APPLICATION FOR CHARITABLE STATUS

ANGUS ALIVE (THE “TRUST”)

Paper Apart

1 Q6a. Main activities

The Angus Council (the “Council”) proposes to transfer the following culture and leisure services to the Trust:-

CULTURE AND LEISURE SERVICES

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

Leisure, culture, education, community engagement, health, wellbeing and the environment are recognised as fundamental cornerstones of the Trust’s commitment to the people of Angus. The services represent a broad spectrum of facilities, services and programmes related to the provision of enhancing the health, fitness and personal wellbeing of the residents of Angus (and beyond). For example:-

LIBRARIES and ACCESS

Libraries provide an extensive range of services across all seven former burghs with a strong focus on community engagement. Mobile libraries also serve rural residents. These libraries serve multiple functions to the local community: from the classic borrowing books; to e-reading and online references; to accommodation hire; to various clubs and activities for all ages.

Our vision is for Angus libraries to be attractive and vibrant community spaces where friendly and knowledgeable staff, help people of all ages to connect with reading, information, learning, culture and each other. With the integration of Council’s customer services functions, these facilities will become even stronger community hubs acting as accessible and inclusive community spaces providing services that contribute to personal and community development and health and wellbeing through direct delivery and partnerships.

The Council’s ACCESS services provides community members with general information and advice regarding services provided in the Angus Council area by the Council and other agencies, and assists with application forms for council housing, concessionary travel and the Scottish Welfare Fund, etc in order to support community inclusion.

MUSEUMS GALLERIES AND ARCHIVES

There are 7 museums and galleries currently owned and managed by Angus Council. These display objects from the Council’s collections and mount temporary exhibitions and displays showcasing key aspects of the environment, history and culture of the people of Angus past and present. Activities and events focus on a wide variety of topics responding to visitor demands and changing demographics. The Museums provide an identification and enquiry service, support amateur and academic research based on the collections which hold an estimated 96,000 objects. The galleries exhibit a wide range of artwork from local to international and across all artistic disciplines.

- Signal Tower Museum Arbroath is housed within the original Regency shore station for the Bell Rock Lighthouse. Museum exhibitions explain the dramatic history of the construction and operation of the lighthouse and of Arbroath's maritime history.
- Arbroath Art Gallery is housed in the Town's Public Library, the gallery hosts a changing display of artworks and community generated exhibitions. Permanent exhibits include 2 Significant works by Pieter Breughels the Younger alongside the work of local artists.
- Forfar Museum and Art Gallery is housed in the Meffan Institute it interprets the history, art and industry of the Royal Burgh of Forfar of Angus including a significant collection of Pictish sculptured stones and extensive social history displays alongside a changing monthly programme of Scottish contemporary and fine art exhibitions.
- Montrose Museum and Art Gallery, opened in 1841, is one of the first purpose built museums in Scotland. Today it explores the story of Montrose and its people, from the earliest archaeological finds to the Marquis of Montrose, the Jacobite uprisings, the harbour and maritime trade and local life up to the present day. The Art Gallery hosts changing exhibitions from the museum's collection of paintings and sculptures.
- Kirriemuir Gateway to the Glens Museum is in Kirriemuir's Townhouse, which dates from 1604, tells the story of Kirriemuir and the Angus Glens, in changing displays on historical and natural history themes. There is a fantastically detailed town model and a display of the natural history of the Angus Glens. Visitors can uncover the stories of personalities from Kirriemuir as varied Peter Pan author JM Barrie, Sir Charles Lyell the eminent Geologist and AC/DC singer Bon Scott.
- Brechin Townhouse Museum tells the story of the City of Brechin and its people from the earliest times to the present day with a broad collection of objects, photographs, archival material and artworks, focusing particularly on Brechin's early ecclesiastical history and more recent industry and local community history.
- The William Lamb Studio, Montrose houses the work of the artist William Lamb, a native of Montrose, who sculpted many society figures from the 1920s onwards including the Queen Mother, and the Queen and Princess Margaret as young girls. Lamb's work was inspired by the everyday people and places around Montrose and is displayed in the Studio, designed by Lamb himself. The Studio has been preserved much as it was when the artist worked there.
- Angus Archives, is based in the Hunter Library, Restenneth and holds the archives for the seven former burghs of Angus for the past 800 years. It is open for visitors free of charge and provides care conservation, research and enquiry, genealogy and outreach services.

SPORT AND LEISURE

Leisure Facilities

The Trust will manage the following sports centres and swimming pools :

- 4 Sports Centres without swimming pools. All facilities have modern fitness suites with a full range of cardiovascular and strength equipment, large sports halls that cater for a large selection of individual and team sports, general purpose areas, meeting rooms and other associated facilities. All facilities offer a full range of activities suitable for all ages and abilities.
- Sports Centres with swimming pools. These dual use facilities are located next to the towns high schools and are used to deliver the PE curriculum during term time. In addition to the dryside facilities these facilities have pools of various sizes and health suites. All facilities offer a full range of wet activities for individuals and clubs.
- 1 Swimming Pool. This facility is located in Forfar and facilities include a 25 yard pool, health suite, small gym and a meeting room. This facility offers a full range of wet activities for clubs, groups and individuals.
- High School Pools which are available to the community at weekends and school holidays. The arrangements will be detailed in an agreement between the Trust and the Council to allow the Trust to use these facilities for community use at the weekends and school holidays.
- In addition two new community campus facilities are being built at Brechin and Forfar and management of the sports and swimming facilities within these buildings will be managed by the Trust once the buildings are complete.

Sports Development

The Sports Development team work across the spectrum, delivering programmes that encourage people to be active and contribute to local regional and national outcomes linked to sport, physical activity and health & well-being. At both strategic and operational levels the Sports Development team is also involved with child protection in sport and promoting and developing community sports clubs and other voluntary groups. It caters for people of all ages and abilities ranging from those who enjoy recreational sport to those who compete at a high level. It also offers financial and educational support to coaches, helpers and volunteers who wish to develop their skill base and make a contribution to their local community.

THEATRE AND VENUES

The Webster Memorial Theatre

This is a 500 seat auditorium and is a performance venue for drama, dance, comedy, concerts and music events as well as cinema screenings, and a venue for hosting meetings.

Six community halls: These venues are available for hire for various purposes to all members of the public. The uses include performances, shows, exercise classes and are used regularly by clubs, organisations and other local groups. The trust will also use these facilities to deliver various group fitness sessions and other sporting activities.

Resources from the Webster Memorial Theatre will be utilised to add value to the programmes delivered through the venues to attract increased visitor numbers.

COUNTRYSIDE ADVENTURE

The Angus Council Rangers service operates from 5 bases- 3 country parks (Forfar Loch Country Park, Crombie Country Park and Monikie Country Park) plus Montrose Basin and Angus Glens. These outdoor facilities are currently managed by the Council for the use by the general public. Crombie and Monikie are both reservoir sites and are covered under legislation with a designated Reservoir Managers under the Reservoirs (Scotland) Act 2011

The Council's outdoor education service which operates from Monikie Country Park will also be transferred to the Trust, which provides various outdoor activities services to all schools and to the general community. There will be reasonable charges for the leisure services generally; the cost varies on the type of service being offered.

In transferring the management of these services, the Trust has the opportunity to refresh the way in which services are delivered.

Q6b. Delivery of activities

The Trust will promote, advance and contribute to the personal development, wellbeing and health of the residents of Angus (and beyond) including, but not limited to, educational, cultural, sporting, environmental and heritage based community activities.

In delivering its services, the Trust seeks to:-

- support people to be more creative and nurture potential for personal success and wellbeing through the provision of cultural facilities including libraries, museums, theatres and resources;
- help individuals and community groups to benefit from social engagement, community interaction and volunteering;
- promote and make available lifelong learning opportunities, including the promotion of literacy and digital inclusion and outdoor education, and stemming from these opportunities make a social and economic contribution to society and contributing to Curriculum for Excellence;
- involve local people in caring for the areas' environment and heritage, and in doing so encouraging others to visit the area;
- manage community land, country parks and associated assets in a sustainable manner, the aim of which is to advance the education of the wider community (including those attending local schools, universities, local clubs and organisations) about the natural history, environment and cultural heritage of Angus; continue to promote watersports, high ropes and other woodland countryside adventure activities in promoting and advancing healthier lifestyles; and
- encourage the population of the Angus area to be more active by promoting and supporting the development of sport, health and fitness and outdoor and countryside activity opportunities that are accessible and affordable for everyone.

The services are broadly split into four core areas as follows, as noted in Q6a above. Each area is defined (including a description of key activities) in schedule 1, appended to this paper apart.

Management, Staff and Governance

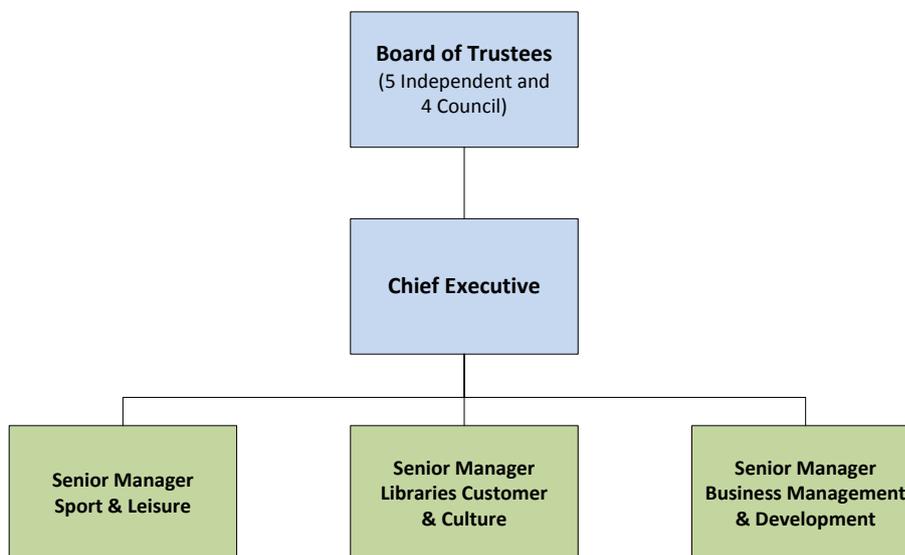
All staff wholly or mainly assigned to the roles transferring to the Trust will move to the Trust from Angus Council. Staff will transfer with their existing terms and conditions of employment under TUPE. The Trust will also apply to be admitted to Tayside Pension Fund. All other local authorities who have set up a Trust have been successfully admitted previously.

A new Chief Executive will be appointed by the Trust and tasked with guiding the Trust through its early years, ensuring that the transferred services are maximised for the benefit of the general public in the Angus area – opening these services up to those not only geographically situated in Angus, but also to those visiting. Recruitment for the new Chief Executive is underway with interviews are scheduled for 26/27 August 2015

The proposed Board structure for the Trust is a board of comprising nine individuals: four selected from the Council and five independent board members. Council members are therefore in the minority on the Trust Board.

The initial Chair of the Board is one of the Council elected members to ensure continuity during the transfer of arrangements from the Council to the Trust. In terms of the articles of the Trust, the Trustees can determine the Chair and is expressed in the articles of association that the Trustees should select an independent trustee to be chair in due course.

The Trust board and senior management structure is proposed as follows:



The recruitment of the Board has been designed to ensure an optimal mix of skills and experience (please see Schedule 2 summarising the indicative Board Member Skills Matrix used for analysis of suitable skills in the current recruitment process). The Board will be recruited prior to the go live date of the Trust and recruitment is underway.

A formal strategic risk assessment and risk mitigation strategy will be undertaken by the Board and the Chief Executive. In addition, a formal risk assessment will be conducted as part of the detailed financial and operational plan undertaken by the board and the new Chief Executive.

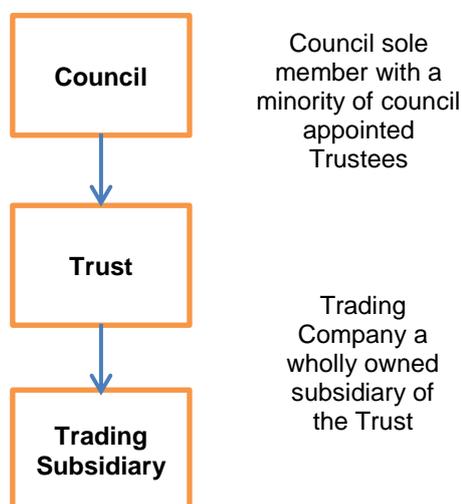
It is proposed that the Council will continue to provide core back office support to the Trust on its establishment. These services will include Accountancy, HR, Legal Services and a range of other functions.

The Trust will be run as a wholly separate entity from the Council with its own governance and board structure. The Council will retain ownership of the assets that transfer to the Trust. The management of the services will transfer from the Council to the Trust. Again, adopting a similar model and structure to existing similar charities.

The diagram below represents the intended structure of the Trust and highlights the wholly owned status in addition to the trading company.

Angus Alive (the "Trust")

Charity Legal Structure



The Trust will establish a trading subsidiary, at this stage referred to as “Angus CLT Trading Limited” (“the Trading Company”). The Trading Company will undertake all non-primary activities that sit outside the charitable objectives, for example the commercial activities associated with operating any cafés and the rental of business space with profits gift-aided from the Trading Company to the Trust.

The contract between the Council and the Trust

It is envisaged that contracts/leases between the Trust and the Council will be developed to set out a range of roles and responsibilities of the parties. A summary of the potential key components of this contract is set out below:

- It transfers control over the facilities and equipment from the Council to the Trust;
- It requires the Trust to provide the culture and leisure services in exchange for service payments;
- It includes protection for employees in relation to their employment terms and conditions and pensions;

- It contains reporting and governance mechanisms ensuring proper public funding accountability while supporting and encouraging the Trust's purposes as a charity and the flexibility in delivery and development it can bring; and
- Shall reflect good practice as set out in, for example, OSCAR's January 2015 ALEO Report.

2 Q6c. Providing benefit to the public

A set of strategic objectives have been set to structure the vision and purpose of the Trust. These objectives map out the future of the Trust and provide a framework for future performance to be measured. They are summarised as follows:-

- Manage the services, assets and employees in accordance with good charities governance, good business practice, legislative requirements and in accordance with the Articles of Association to ensure strong governance, public accountability and public benefit.
- Ensure that services contribute to the outcomes contained in the Improving Lives – Angus Alive Business Plan 2015/16.
- Deliver best value for every pound invested in the Trust; including generating investment opportunities for the development and improvement of cultural, leisure and community services.
- Promote the positive benefits of leisure, cultural and community services in terms of health and well-being, learning, community development and creativity.
- Promote participation in activities at all levels and for all sections of the community to enable residents to fulfil their potential in their chosen area of activity.
- Ensure that services meet or exceed the Trust's obligations under the Equalities Act 2010.
- Develop and nurture robust and productive partnerships with local clubs, community groups, voluntary organisations, the National Health Service, national bodies and customer groups.
- Ensure the Trust's services listen to our users and respond to their views.
- Value and develop staff and promote a culture of empowerment.
- Offer community venues from which to deliver activities and resources which support inclusion, empowerment, lifelong learning, skills development and literacy.

These objectives focus on the key stakeholders of the Trust, such as a focus on staff and service users and promoting the wellbeing of the local community, strong internal charities and corporate governance and value for money themes also exist.

3 Q6d. Link between activities and purposes

Continuing on from the discussion in the answers to questions 6 b and c, we have outlined diagrammatical representations (please see Schedule 3) of the link between the activities and purposes and ultimately the public benefit provided.

4 Q8b. Fees and charges and Q8c. Concessions

Whilst the Trust will provide many services free of charge to the general public, there will be a reasonable charge for using certain services, such as leisure facilities. . The Trust is conscious that the charges for such facilities must and will not be set at a level which would create a barrier to people participating in and benefitting from the services.

The main discounts/concessions for the use of facilities which are currently provided across the Trust are:

- The Angus concessionary entitlement scheme, bACTIVE, is available to Senior Citizens (60 years and over), Registered Unemployed, Full Time Students, residents in receipt of Working Tax Credit , Disabilities Tax Credit or Income Support. Subject to proof of entitlement and a 12 month fee.
- Junior charges to apply to juveniles aged 17 years of age or under
- A family swim option will be available for up to two adults and three children under the age of 17. The charge will be based on two times the current adult swim and one times the junior swim price.
- Clubs who have registered for the Angus Club Excellence (“ACE”) awards will be entitled to the discounted club charges. ACE awards is a club accreditation scheme designed to allow the public to recognize safe, effective and child-friendly environments.
- Customers who are registered as Angus Carers are entitled to concessionary rates.
- Customers who are registered as Young Carers are entitled to the same free use as bACTIVE members.
- Customers who require assistance when using facilities may apply for an Angus Buddy Card. The Angus Buddy Scheme will allow service users that require support or help to attend and take part in physical activity sessions by allowing the buddy to attend the session at no financial cost.
- Angus Gold card and National Entitlement Card (NEC) holders are entitled to concessionary swims.
- Social and Health care workers can apply for a Routes to Leisure card that will give them free access when they are accompanying service users during their working hours
- Angus athletes who are in national squads at Scottish, United Kingdom or Great British levels can enrol on the National Athlete Support Angus (“NASA”) scheme which will entitle them to free use of leisure facilities, relevant to their training programme. These individuals will comprise a very small part of the concessions provided, however the access and possible financial support provided through NASA will allow those who may not have the financial means to progress in competitive sport at a national level to do so.

In connection with town hall bookings non-commercial charges will apply to the categories listed below:-

- Local voluntary organisation meetings and events;
- Rehearsals and performances by local music and dramatic groups (town halls); and
- Local flower, craft, bird or dog shows or similar.
- Businesses / Organisations will be offered a 10% discount off the standard, joint and family membership charges of the Council’s bACTIVE Scheme if 10 or more of their employees / members join.

As well as a range of pay as you go charges all customers have the option of paying monthly by direct debit if they join the current bACTIVE membership scheme. A number of membership options are available including, concessionary, adult, joint, family and corporate. This membership gives unlimited access to all facilities and activities which is fairly unique in the public and private sector.

The cost of this membership is critical to the success of the business as it has the ability to generate guaranteed income across all the service areas. It is therefore essential that each of the membership types can be seen as good value for money as well as a way of ensuring regular uptake of activity.

Current bACTIVE Membership Scheme

- bACTIVE generated over £2M in 2014/15 which accounted for just over 50% of the total income generated by the facilities and has a current membership of 9037
- The charges were set taking account of the “pay as you go” rates and were sold to potential customers on the basis that if they use the facilities more than twice a week it was better value for money to take out a membership which gave unlimited access to all facilities and activities.
- The current pay as you go standard charge for the gym is £5.40 so $2 \times £5.40 \times 4 = £43.20$. The standard monthly membership is £35.00.
- The current pay as you go concessionary charge for the gym is £3.00 so $2 \times £3.00 \times 4 = £24.00$. The concessionary monthly membership is £21.40.
- The other categories of membership are based around the standard and concessionary membership charges.
 - The joint membership is based on 2 x the adult membership less 15%.
 - The family membership is based on 2 x adult membership plus 2 x concessionary membership less 30%.
 - The corporate membership is based on 90% of the standard charges.

The cost of gym membership is perhaps the most pertinent and the Trust has sought to benchmark costs against other local private providers and another charity (an ALEO in a neighbouring local authority area) provider. For example, please see below for a comparison of other gym provider fees in the local area:-

Gym	Membership per month (General)	Membership per month (Concession/youth)	Membership per month (Corporate)
The Trust	£35	£21.40	£31.50
East Renfrewshire Culture and Leisure Trust	£39.95	Young person - £24 Young person on low income - £14.40	£30
Dundee Leisure and Culture	From £33	Couple - £58 Student £24	Single - £28 Couple - £49
Good Health Fitness	£20-£60	No information available	No information available
Fife Sport and Leisure Trust	£27.50 - £51.20	Concession - £19.20 - 35.80 Junior - £9.45 - £25.10	No information available
FFD Crossfit	£25-£60	No information available	No information available

Live Active Perth	£30	Concession - £19.50 Youth - £10.15 Senior - £29.50	£27
--------------------------	-----	--	-----

ONGOING CHARGES REVIEW

The charges are also reviewed annually using the sportscotland review of charges survey for public facilities. The current standard charge is in line with the mean charge across all local authorities. The family, joint and concessionary membership charges are all competitive compared to other local authorities. The charges are also reviewed in line with any increase identified during the budget setting process. There was no increase to the charges in 2015/16 despite all other charges increasing by an average of 5%.

SCHEDULE 1

1 Libraries

Description

Angus has seven libraries with one in each burgh. Each library is open for 39 hours per week spread over six (6) days.

Rural areas are also served with a mobile library service comprised of two mobile library vans on the road four (4) days a week each. This service is currently scheduled for review.

A home delivery service is available for residents who cannot visit a library or mobile library due to of age, impaired mobility or isolation. We also deliver library stock to some residential care homes, nurseries and playgroups throughout Angus.

In 2014/15 there were 413, 352 visits to a library or mobile library in Angus (around 8,000 visits per week) and 28, 539 website visits

Key activities and public benefit provided:-

<ul style="list-style-type: none"> ▶ Free information service, including 24/7 access to online newspapers, encyclopaedia, research and family history resources. ▶ Book lending services, including large print and talking books in a variety of formats and languages including Polish, children's dual language and Gaelic ▶ Free support and access to digital resources including e-books, e-audiobooks, and digital magazines and newspapers ▶ Support to digital inclusion through free access to computers with high speed internet access; Office applications, assistive technologies and printing facilities; ▶ Wide range of free computer courses and 	<ul style="list-style-type: none"> ▶ Promotion of reading, literacy and information skills to children and young ▶ Holiday programmes for children and young people in partnership with sports and art services ▶ Support of national reading activities including Book Week Scotland, World Book Night, National Libraries Day, Summer Reading Challenge and Bookbug Week. ▶ Advice and support services in partnership with community and voluntary groups, council services and external agencies e.g. Citizens' Advice Service, Age Concern, Hear to Help, WorkER etc. ▶ Access to community rooms in libraries which are free to use by strategic partners for outreach activity and can be hired by groups and clubs.
---	--

<p>mobile technology sessions to support residents to get online, access council services and community information.</p> <ul style="list-style-type: none"> ▶ Several libraries have dedicated learning suites for IT, ESOL and adult and family learning sessions. ▶ Dedicated spaces in libraries for children and young people with wide range of books and digital resources. ▶ Regular storytimes and an extensive programme of Bookbug sessions which encompass play, learning and social relationships which help to foster emotional and physical well-being. 	<ul style="list-style-type: none"> ▶ A book delivery service for homebound residents with visits made by volunteers.. A resource service is also provided to residential care homes and primary schools and some nurseries throughout Angus. ▶
--	--

ACCESS

The Council's ACCESS services will become part of Libraries once it has been transferred to the Trust. This will ensure that members of the public can attend either a library or ACCESS facility within their burgh and receive advice and information on community and personal matters.

Key activities and public benefit provided:-

<p>Housing Services Assistance with completion of Council Housing application forms Advice and assistance with housing options, including homelessness and change of circumstances Housing repairs including gas repairs Rent enquiries, assistance and advice Right to Buy applications Ending of your Council Housing tenancy Housing issues following bereavement Private landlord registration Energy efficiency queries Permission application forms for adaptations by tenants to Council housing Properties</p> <p>Council Tax and Benefits Services Applications for Housing & Council Tax Benefit Discretionary Housing Applications Change of circumstances Applications for Clothing Grants and free School Meals Scottish Welfare Fund Applications</p> <p>Education Services Education Maintenance Allowance Applications School placing requests and catchment areas Childcare Information Services School transport information</p> <p>Environmental Management Services Recycling services and information Recycling Centre opening hours Ground maintenance enquiries e.g. grass cutting Burial Ground enquiries Play park enquiries</p> <p>Leisure Services Leisure Centre opening hours and timetables of classes/activities held within each centre</p>	<p>National Entitlement Cards Over 60s bus pass applications Disabled bus pass applications Angus Gold Over 50s applications Young Persons Concessionary Travel applications Quit For You and Give it up for baby Initiatives — NEC card required for initiative Issuing of replacement NEC cards and renewal of NEC cards</p> <p>Social Work Services Community alarm enquiries Community meals enquiries Occupational Therapy – aids and adaptations to housing Housing support – help to maintain a tenancy Welfare rights – benefit and money advice</p>
--	---

Our vision is for Angus Alive libraries to be attractive and vibrant community spaces where friendly and knowledgeable staff help people of all ages to connect with reading, information, learning, culture and each other. The integration of the Libraries and ACCESS functions in 5 of the burgh areas will make these facilities even stronger community hubs, acting as accessible and inclusive community spaces, providing services that contribute to personal and community development through direct delivery and partnerships. They will also ensure that all residents can access a range of services in one location and ensuring that services are accessible to all.

In Arbroath & Kirriemuir where the buildings do not lend themselves to an integrated service the status quo will exist. The current Library and ACCESS offices will deliver services which will be more integrated with employees having skills training on both aspects of the business and the ability to operate out of any of the facilities.

2. Theatre and Venues

The Webster Memorial Theatre

The Webster Memorial Theatre is situated in the Arbroath burgh of Angus. The Theatre has a 500 seat auditorium and is a performance venue for drama, dance, comedy, concerts and music events. The Theatre also has the facilities to host lectures, meetings, conferences, workshops, training events, cinema screenings and has rooms available to hire.

In 2014/15 there were 45,956 visitors to the Theatre.

Key activities and public benefit provided:

<ul style="list-style-type: none"> • Support and development to performing arts/theatre users groups to create a thriving theatre community • A programme of events and activities which have been developed through engagement with local communities and artists. 	<ul style="list-style-type: none"> • A gallery exhibiting local artists providing young people with opportunities to showcase their work. • Opportunities for schools to participate in projects and activities which provide new experiences and opportunities to work with professional visual and performing artists. • Partnerships with council services, community groups and voluntary organisations to enhance cultural activity in Angus
---	--

Community Halls

There are 6 community halls throughout Angus. Customers receive a welcoming and safe environment to allow individuals and community groups to deliver a variety of activities including art, drama, dance, support groups, , a wide range of sporting activities, art, drama, support groups and civic society events.

The activities take place across a wide variety of facilities including the Reid Hall in Forfar and smaller community halls in the local communities of Arbroath, Brechin, Edzell, Kirriemuir and Montrose.

It is anticipated that the opening of the new Brechin Community Campus (February 2016) will mean that the current use at Brechin City Hall will transfer to the new facility.

In 2014/15 there were 154,645 visitors to community halls.

Key activities provided:-

- Advice is provided to a range of constituted groups and individuals to allow them to organise and participate in a variety of activities and events that significantly contribute to the Trust’s objectives (e.g. older people’s lunch groups; dancing classes and clubs

The Trust will deliver the operational and facilities management role for all bookings and assume the project management role for any development within the Community Facilities/Halls.

3. Sport and Leisure

The services represent a broad spectrum of facilities, services and programmes related to the provision of leisure and sporting opportunities across Angus.

Sports Facilities

Angus has 8 main sports and leisure venues that offer a strong variety and breadth of facilities and services. The facilities are as follows:

Arbroath Sports Centre - located in Arbroath and includes a 25 metre swimming pool, games hall, dance studio, synthetic court and a comprehensive fitness suite.

Brechin Leisure Centre - located in Brechin and includes a games hall, general purpose room, comprehensive fitness suite and synthetic court.

Carnoustie Leisure Centre - located in Carnoustie and includes a games hall, general purpose room, dance studio, beach hall and a comprehensive fitness suite.

Forfar Swimming Pool - located in Forfar and includes a 25 metre swimming pool and a small fitness suite.

Lochside Leisure Centre - located in Forfar and includes a games hall, gymnasium, general purpose room, performance gym and circuit gym and synthetic court.

Montrose Sports Centre - located in Montrose and includes a 25 metre swimming pool, teaching pool, games hall, dance studio, free weights gym, comprehensive fitness suite and athletics track.

Saltire Leisure Centre - located in Arbroath and includes a games hall, gymnasium, performance gym, fitness suite and dance studio.

Websters Sports Centre - located in Kirriemuir and includes a 25 metre swimming pool, a games hall, fitness suite and a synthetic court.

There are currently 9,037 bActive members which provides a discount scheme for service users.

Key activities and public benefit provided:

<p>Facilities are available to members of the public as individuals or in groups to improve fitness and wellbeing;</p> <p>Sports Development services come together to provide an extensive range of opportunities which allow and encourage Angus residents to participate in sport and physical activity. The activities stretch from supporting informal recreation to working with our sports clubs to</p>	<p>Partnership with local sports clubs and building their capacity continues to be a key priority. The development and sustainability of Community Sport Hubs has been vital in building a framework so clubs can work together to expand opportunities. External funding flows through this service from a range of partners to support participation, club development, school-club links, coach education and club accreditation.</p>
--	---

<p>enable young athletes to progress.</p> <p>Fitness programmes are provided in sports centres and other community locations. These encompass both the high impact end of the spectrum and less intensive activities, including those aimed at older people.</p> <p>Swimming development takes place throughout all swimming pools in Angus, providing swimming lesson programmes for primarily children and young people. These range from introductory learning to swim classes through to more advanced skills development which can lead to progression to club level. The programme is led by a development officer with co-ordinators administering the programme at each site and utilising a large group of tutors/coaches.</p>	<p>Organising and contributing to the organisation of events</p> <p>Enabling volunteering opportunities in sport, allowing young people to develop their skills, confidence and potential for employment</p> <p>Active schools programme- an active schools co-ordinator is based in each school cluster to increase the number of good quality opportunities to participate in sport in school. The co-ordinator works in school to provide opportunities for participation on physical activity, delivery of out of hours sports programmes, working alongside partners to provide pathways for participation; Proving training and development for teachers and child development officers in delivery physical activity programmes within schools, in order to ensure a sustainable approach Developing resources to support these programmes Increasing the recruitment and support of volunteers to deliver activity sessions in schools Increasing opportunities to participate in inter-school sporting competitions. Undertaking sports leadership programmes and link schools to local sports clubs.</p>
---	---

Sports Development

Sports Development and physical activity programmes are organised and delivered by a number of sports specific (4) and generic (2) development officers across Angus. Working in partnership across a number of disciplines, the section also has a strategic remit for prioritisation of resources to help meet the needs of the communities. Development staff have established good working relationships with national agencies e.g. sportscotland and Scottish Governing Bodies of sport and have been an influencing partner within the regional sports partnership and active schools agendas. At both strategic and operational levels the development team is involved with child protection in sport and promoting and developing community sports clubs and other voluntary groups. It caters for people of all ages and abilities.

<p>With regard to the sports development team, it is important to note that the work that they are involved in links into physical activity, sport and health strategies that are currently in place at a local, regional and national level.</p> <p>The work carried out constitutes a significant input into achieving the Angus Community Plan and the Angus Single Outcome Agreement.</p> <p>The team operates throughout Angus catering for people of all ages and abilities.</p> <p>In order to achieve the desired outcomes, the team works closely with a number of key partners focusing on a number of areas including participation and performance pathways, coach/volunteer education and training, club development, multi-sport programmes, sport specific</p>	<p>To this end the Development team plays a role in</p> <ul style="list-style-type: none"> • tackling obesity and those who are least active and reduces the risk of dying from other illnesses associated with inactivity such as coronary heart disease and of developing high blood pressure, colon cancer, and diabetes. • contributing to improved self esteem and confidence • building strong, vibrant and cohesive communities. • closing the opportunity gap and increasing participation amongst the most disadvantaged groups • providing diversionary activities particularly in the most disadvantaged communities • supporting rural communities by providing a forum for social interaction and in attracting visitors • promoting forms of transport such as cycling and walking
---	---

<p>development, disability sport and diversionary activities.</p> <p>Partners include Angus Sports Clubs, , Tayside & Fife Regional Sports Forum, Scottish Governing Bodies of Sport, Angus College, Active Schools, Various Angus Council Departments, Volunteer Centre – Angus, NHS Tayside, Tayside Police, and the Community Safety Team.</p> <p>Higher levels of regular physical activity are associated with lower mortality rates for both older and younger adults. Even those who are moderately active on a regular basis have lower mortality rates.</p>	<ul style="list-style-type: none"> • promoting volunteering
--	--

4. Museums, Galleries and Archives

Seven museums and galleries are located in five Angus burghs all open 35-39 hours per week (the William Lamb studio is open for 18 hours in July and August only).

The museums and galleries are as follows:

Signal Tower - Signal Tower Museum is located near Arbroath's picturesque and busy harbour, in a complex of buildings originally used as the shore station and family accommodation for the Bell Rock Lighthouse. Built in 1813, Signal Tower served the lighthouse until 1955. Both the lighthouse and the Signal Tower were built, for the Northern Lighthouse Board, by Robert Stevenson, founder of the famous Stevenson dynasty of lighthouse builders. The Bell Rock Lighthouse still stands, 11 miles off-shore from Arbroath, on a dangerous semi-sunken reef. More than 200 years after its construction, the Bell Rock is Britain's oldest surviving rock lighthouse. Within the Signal Tower Museum, models, multi-media displays and historic objects explain the history of the lighthouse and allow visitors to explore the dangers of the sea. Stories of Arbroath's fishing and maritime industries are interwoven with tales of Arbroath Smokies and the pirate Ralph the Rover.

Meffan Museum– Situated in the Vale of Strathmore, in the heart of the county of Angus, the town of Forfar is approximately 20 minutes from Dundee, 1 hour from Aberdeen and 1½ hours from Edinburgh. In Forfar's historic town centre is "The Meffan" built in 1898 as a bequest from the daughter of Provost Meffan. Originally Forfar's library and museum, the building is now a lively art gallery and museum. The main gallery on the ground floor hosts approximately ten exhibitions per year showing the best of contemporary Scottish art from local, national and international artists. There is a diverse programme of exhibitions featuring the work of established artists and recent graduates including painters, sculptors, printmakers, photographers and installation artists, and an annual open exhibition which attracts entries from all over Scotland

Montrose Museum– In 1841 the Montrose Natural History and Antiquarian Society realised that its lodgings in part of one of the town's schools was fast being outgrown by its collection of geology, natural history, ethnography, fine art and the hundreds of other items that might find themselves in a typical Victorian collection. A fund was begun, and the museum opened 1842 making it one of the first purpose built museums in Scotland. The museum also houses an art gallery with a lively programme of changing exhibitions from the museum's collection of paintings and sculptures by local artists such as William Lamb, Edward Baird and George Paul Chalmers, and from local community groups. There are also a series of afternoon talks, children's activities and occasional evening events.

Brechin Townhouse - Brechin Townhouse Museum displays local history exhibitions, works by Brechin artist David Waterson and a model of the town as it was in the 1820s. Brechin Townhouse Museum gives visitors the chance to explore the history of the city and its people, with a rich collection of objects, photographs, archival material and ephemera. Displays focus on Brechin's ancient beginnings as an ecclesiastical city of great note. Diorama displays include a cleric in the Cathedral Scriptorium and the cattle rustler John Gall, in the 'Black Hole' of Brechin. A lively series of themed art exhibitions include work by Brechin artist David Waterson.

William Lamb Studio - The building was William Lamb A.R.S.A.'s studio from 1934 to 1951 and is retained much as it was on his death. It was given to the town on the death of the sculptor, at his specific request, and was opened by the Montrose Town Council as a memorial to Lamb in 1955. The studio then underwent a complete renovation in 1978 by Angus District council. The artists sculpture, prints and drawings are

displayed in the studio. Also featured are his workroom and tools and his living room with self-styled furniture.

Gateway to the Glens – Kirriemuir Gateway to the Glens Museum is situated in Kirriemuir Town House, a building that has been at the heart of Kirriemuir since its construction in 1604. The Museum opened in 2001 after the building was carefully restored and conserved. The building houses displays on two floors along with a reception area/shop. Toilets, including one accessible to wheelchair users are available within the museum. Kirriemuir Gateway to the Glens Museum, local people and visitors to the town can discover the unique atmosphere of historic Kirriemuir and the splendour of the Angus Glens. Stepping through the door, visitors experience a vivid introduction to the history, culture and natural environment of 'Kirrie' and the Angus Glens, part of the Cairngorms National Park, recordings of local people, a touch screen computer and a variety of temporary displays that take place throughout the year give visitors further information about the story of Kirriemuir and the Glens. On the ground floor we look at the town's history. A detailed model transports visitors to the town in 1604, the year the Town House was built. The origins of Kirriemuir's name are explored and information about famous Kirriemurians such as J.M. Barrie (Author of Peter Pan), Peter Hood (Inventor of an early typewriter) and a display of memorabilia about rock star Bon Scott of AC DC fame, who was born in Kirriemuir, can be found. A variety of temporary displays also take place throughout the year. Upstairs the wildlife, geology, history and archaeology of Glen Prosen, Glen Isla, Glen Clova and Glen Doll are explored. A diorama brings visitors face to face with some of the wildlife of the Glens - an eagle glares imperiously from a crag whilst two hares in winter fur leap onto their hind legs to box each other

Arbroath Art Gallery - Two galleries above Arbroath Public Library provide changing displays from artworks held in the Angus Council Art Collections, touring exhibitions from elsewhere, and locally generated shows.

In 2014/15 there were 47705 museums and galleries visitors.

Key activities and public benefit provided:-

<p>Collect, preserve research and make available the object-based heritage of Angus</p> <p>Work with strategic partners formally and informally to promote further knowledge and understanding of the cultural heritage of Angus, its communities and people</p> <p>Work to nationally recognised Museum Standards contained within the Code of Ethics of the Museums Association</p> <p>Work to nationally recognised standards of governance, visitor services and collections management required to maintain Museums Accreditation</p> <p>Work to nationally recognised Visitor Quality Standards and towards maintaining/improving Museum Grading Awards within the Visit Scotland Visitor Attraction Quality Assurance Scheme</p> <p>Mount permanent, temporary, and travelling exhibitions and displays based on museums' collections and borrowed material</p> <p>Provide free information, identification and enquiry services based on the museums' collections.</p> <p>Work with local groups, organisations and others to create community-inspired exhibitions and displays.</p>	<p>Promote Regular events, and activities in museums and other venues which inspire learning, and foster community relationships to encourage emotional and physical well-being.</p> <p>Provide, information & support to Employees from Angus Alive, Angus Council and other organisations in accessing historical collections (eg Libraries, Museums, Economic Development Planning, Legal Services etc).</p> <p>Provide formal professional advice and support, in partnership, to independent museums, community and voluntary heritage based groups in Angus.</p> <p>Participate in national and local initiatives with such bodies as Museums Galleries Scotland, Creative Scotland, Tayside Museums Forum and the Angus museums & Heritage Forum Scotland to raise the profile of Angus & its heritage.</p> <p>Host events within Museums eg. participation in Doors Open Day, Tartan Day & The Arbroath Seafest.</p> <p>Communicate with existing and potential users through web pages, Facebook and other digital media.</p> <p>Provide, expert speakers from curatorial staff on aspects of the museum related heritage of Angus.</p> <p>Facilitate access to museum facilities by strategic partners for cultural activity</p> <p>Provide, information & support to Staff from Angus Alive, Angus Council and other organisations in accessing heritage.</p>
---	--

Angus Archives

Description:

A full time Archive service is provided at the Hunter Library, Restenneth, in partnership with the Hunter Foundation, and is open to the public for 30 hours per week.

<p>Collect, preserve & make available the written and photographic heritage of Angus</p> <p>Work to nationally recognised Archival Standards and towards achieving Archive Service Accreditation</p> <p>Ensure collection documentation conforms to ISADG (International Standard of Archival Description)</p> <p>Provide free access to archival, historical and heritage collections & photographs Provide extensive local history and family history resources to all users in person and remotely.</p> <p>Provide fee paid research for more extensive family history research by a professional, experienced team</p> <p>Provide assisted access to archival resources contributing to a sense of place, supporting lifelong learning and providing a focus for ancestral tourism</p> <p>Provide support & guidance through regular 'Drop In' sessions for visitors in digital heritage resources (eg Deceased Online, Scotlands People etc)</p>	<p>Provide, information & support to Staff from Angus Alive, Angus Council and other organisations in accessing archival and historical collections (eg Libraries, Museums, Economic Development Planning, Legal Services etc)</p> <p>Participate in national initiatives eg Scottish Cultural Resources Access Network, Scottish Archive Network, Scotland's Urban Past, Scotland's War etc to raise the profile of Angus and its heritage. Support and guide a team of volunteers who work with heritage collections</p> <p>Support local groups in their projects eg Pitstop, Tayside Alcohol Council</p> <p>Host events in the Archive search room eg participation in Doors Open Day, Tartan Day & the Angus Roots Festival.</p> <p>Provide audience development activities through outreach work. (eg attendance at Economic Development ancestral tourism events, walks & talks to local community groups etc)</p> <p>Communicate with existing and potential users through web pages, Facebook and other digital media</p>
---	--

5. Countryside Activities

Description:

The county of Angus is fortunate to have several Country Parks within its boundaries. These are located at Monikie, Crombie and Forfar Loch, and are manned by the Angus Ranger Service who have established bases at these locations. The Ranger Service also have bases in the Angus Glens and at Montrose Basin.

Countryside Services are delivered through formal sites at Crombie, Forfar Loch, Monikie, Glen Doll and a Ranger service at Montrose Basin. The service also provides environmental education, water-sport activities and professional expertise to many groups including the Cairngorm National Park authority. It also provides a statutory service of reservoir inspection and maintenance at Crombie and Monikie.

Activities include, Environmental activities, Orienteering courses, Environmental education, Angling, Self guided trails, Adventure play park, Bird hides and trails, Water sports, Highropes course, Team building activities.

<p>Environmental education within schools or classrooms, the country parks & other local green spaces.</p> <p>Outdoor Adventure Activities at the country parks;</p> <p>Raising your awareness of the impact of litter on the natural environment.</p> <p>Promoting the Scottish Outdoor Access Code thus enabling individuals to enjoy the outdoors in a responsible manner.</p> <p>Providing a variety of ranger led walks & talks and environmental activities including for example, lifecycles; food chains/ food webs; habitats; seasonal changes; hibernation; migration; land changes; landforms; river systems; map reading; orienteering; recycling/reusing materials.</p> <p>Assistance with grant applications for improving green spaces; wildlife garden planning; Plant & animal surveys; Organising eco events & activities.</p> <p>Practical workshops creating items for enterprise & the enhancement of green spaces e.g. fat balls, rustic bird feeders & nest boxes.</p>	<p>Working with local groups who run organised clubs for children such as Young Naturalists and Little Acorns.</p> <p>Guidance/education in relation to adventurous, overseas and overnight trips etc which might be undertaken by schools</p> <p>Administration of external provider contracts for delivery of adventurous activities;</p> <p>Training of Duke of Edinburgh Units operating within and outwith the council;</p> <p>Dealing with the council's outdoor activities licence and support for schools in dealing with risk assessments etc for education activities.</p> <p>Delivery of outdoor education activities to all schools and general community</p>
---	---

SCHEDULE 2

ILLUSTRATIVE BOARD MEMBER SKILLS MATRIX

Board Member*	Behavioural		Governance			Technical				Industry				Comments
	Leadership	Communication	Previous Director experience	Community involvement	Strategic planning	Financial	Legal	HR	Comms / marketing	support for mission	fundraising	public policy	experience in sport / leisure / culture	
1. Elected Member														
2. Elected Member														
3. Elected Member/Independent Member														
4. Independent Member														
5. Independent Member														
6. Independent Member														
7. Independent Member														

Scoring

- 1 Low
- 2 Limited
- 3 Average
- 4 Strong
- 5 Very Strong

*demographic mix: gender, age, ethnicity, demographic representative of local area

Source: EY

SCHEDULE 3

Q6D Link between activities and purposes

