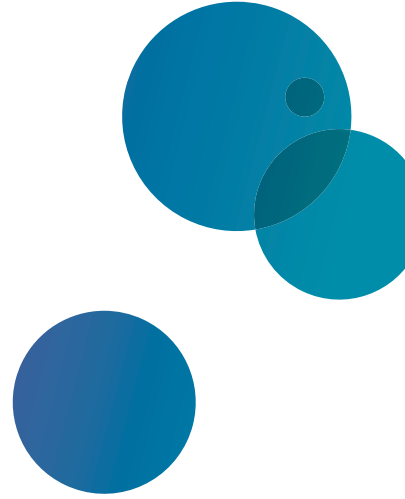
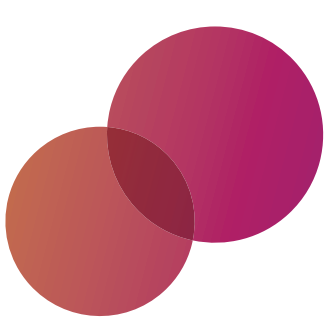


HEALTHY | ACTIVE | CREATIVE

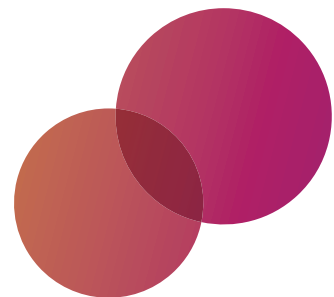
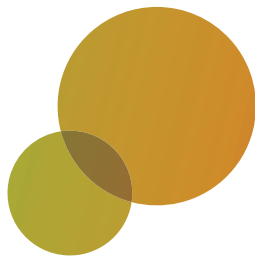



Annual Report

1 April 2016 - 31 March 2017



HEALTHY | ACTIVE | CREATIVE



The image features a central white circle containing a quote. Surrounding the circle are several large, curved, overlapping segments in various colors: magenta, purple, teal, green, and orange. In the upper center of the white circle, there are two overlapping teal circles of different sizes. The quote is centered within the white circle and is enclosed in large, light gray quotation marks.

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



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# Chairperson's introduction



Kenneth Fraser | Chairperson

**This has been an exciting and remarkable time for ANGUSalive as we continue to transform the way we do things across the county of Angus with respect to the delivery of culture, sport and leisure.**

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

Our vision has motivated board members as we develop our strategy and create an environment that will empower our people to deliver the best customer experience for local communities and visitors to Angus.

This ambition has led us to examine our approach in a number of key areas such as equalities, diversity and inclusion as we seek to create opportunities for all to engage with and participate in our wide range of services.

With the opening of Forfar Community Campus on Saturday 20 February 2017, we have created an exemplar of strong partnership working between ANGUSalive, Angus Council's Communities Team and Forfar Academy.

Success in attracting people to this facility has inspired others and resulted in an additional 278 bACTIVE members over the opening weekend which has grown our total membership to over 9,000 members, representing approximately 8% of the population of Angus.

We have also been keen to cultivate our cultural tourism experience for those who live out with Angus and are encouraged by the responses we have received about the Angus Glens Walking Festival and the Dr Richard Mead painting by Allan Ramsay (1713-1784), featured on the BBC television series 'Britain's Lost Masterpieces'.

Economic discipline is vital to our success and we listen to our team telling us where we can do things more efficiently. We invited employees to two Opportunity Workshops in February 2017 to help us to develop a pipeline of projects and goals we need to achieve to transform our business, advance our services and help to address our financial challenges. Work started immediately on some of the opportunities identified.

During the reporting period the ANGUSalive board has changed with a number of trustees standing down, including Councillor Jeanette Gaul our first Chairperson. I will take this opportunity on behalf of the current board to offer thanks for their significant contribution and wish them well for the future.

The journey we collectively embarked upon has been challenging yet deeply rewarding and I would like to thank my fellow board members for all their hard work, as well as the Chief Executive and her Senior Leadership Team for progressing the vision of ANGUSalive.

## Who we are

The charity ANGUSalive is the culture, sport and leisure trust for the county of Angus.

We offer residents and visitors to Angus a wealth of services which promote healthy, active and creative lifestyle choices using our sports centres, country parks, theatres and venues, museums, galleries, archives and libraries across the county. As a not-for-profit company, every penny is reinvested back into the communities we serve.

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


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

The Company (SC499155) was granted charitable status (SC046133) on Friday 13 November 2015 and commenced trading on Tuesday 1 December 2015.

The Company is governed by its Articles of Association. Angus Council is the sole member of the Company.

ANGUSalive is led by a Chief Executive and Senior Leadership Team. The Chief Executive reports to the ANGUSalive Board of Directors which comprises of five independent directors and four council directors who are elected members.

ANGUSalive's core establishment of employees at 31 March 2017 was 340 people supplemented by a pool of supply employees and coaches. In total, 580 people were responsible for contributing to the delivery of services to the Angus community.



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

### **Libraries**

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

### **Theatre and Venues**

- Arbroath Community Centre
- Brechin Community Campus Theatre
- Forfar 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

### **Offices**

- Head Office, Forfar
- Library Support Services, Forfar

### **Museums, Galleries & Archives**

- Angus Archives, Restenneth Priory by Forfar
- Arbroath Art Gallery (within Arbroath Library)
- Brechin Town House Museum
- Gateway to the Glens Museum, Kirriemuir
- Montrose Museum
- The Meffan Museum & Art Gallery, Forfar
- The Signal Tower Museum, Arbroath

### **We also seasonally manage**

- Inglis Memorial Historic Library
- William Lamb Studio, Montrose

### **Sport & Leisure**

- Arbroath Sports Centre
- Brechin Community Campus
- Carnoustie Sports Centre
- Forfar Community Campus
- Montrose Sports Centre
- Saltire Sports Centre, Arbroath
- Webster's Sports Centre, Kirriemuir
- High School Pools, Monifieth and Carnoustie

# Our Strategic Aims

The charitable objects of ANGUSalive are recognised by the Office of the Scottish Charity Regulator (OSCR) under the Charity and Trustee Investment (Scotland) Act 2005.

Aligning to our charitable objects and our Articles of Association, ANGUSalive has identified the following strategic aims for the charity:

- Ensure strong, transparent governance and demonstrate community benefit
- Deliver best value and create investment opportunities
- Champion the positive benefits of our services
- Encourage participation for all
- Promote a culture of diversity and equality
- Improve outcomes through effective partnerships at local, regional and national levels
- Engage and communicate openly
- Recognise the value of our employees
- Promote use of our spaces as community hubs



## Happy Birthday ANGUSalive

On Tuesday 1 December 2016 we celebrated the first birthday of our culture, sport and leisure trust, ANGUSalive. This birthday marked a full year since the transfer of culture, sport and leisure services in Angus to our charity.



# Foreword

Kirsty Hunter | Chief Executive



**W**elcome to our second annual report. This has been structured around our organisation's nine Strategic Aims to highlight some of ANGUSalive's key achievements and developments during 2016/17.

On Thursday 1 December 2017 we celebrated an important milestone with the first birthday of our culture, sport and leisure trust for the people of Angus. As a not-for-profit organisation, every penny is reinvested back into the services we deliver in our country parks, libraries, museums, galleries, archive, sports centres, theatre and venues.

In our first full year of operation the team have worked hard to further our charitable objectives. This report introduces the breadth of our services – from the discovery of an original art piece (page 14), our Branching Out Project (page 22), to the opening of our second community campus (pages 34/35 and 44/45) – as well as shining the spotlight on some of our services through a selection of case studies. We hope you will enjoy reading our stories.

Our organisation continues to be impacted by the wider economic climate and associated budgetary pressures. We are committed to be the best we can for the communities of Angus and beyond within the resources available.

To do this will require us to deliver efficient services, increase our income and achieve savings to meet our current challenges and ensure we can adapt to the future environment. This will result in a period of change throughout our business over the next few years as we make our charitable trust sustainable and fit for purpose over the longer term.

We are looking to the future as we work to reshape ANGUSalive to be an enthusiastic, customer-focussed, forward-looking organisation which can continue to achieve our vision of changing lives by inspiring healthy active and creative lifestyle choices.

The consistent advice and support from the Board of Directors (see page 50/51) has been essential during this formative period for the organisation. We continued to work closely together throughout the year and all of the team thank them for their time, expertise and dedication to the trust.

It has been a very busy year and I would like to thank all of our team for their vital contributions to making it a successful one for ANGUSalive. Their continued commitment has been essential in providing services which play such an important role in the lives of our customers across all areas of the business.

**Why not join in with our activities and events at [www.angusalive.scot/whatson](http://www.angusalive.scot/whatson) and book at [www.angusalive.scot/tickets](http://www.angusalive.scot/tickets).**

## Case Study

Deliver best value and create investment opportunities

# The benefits of collaborative and digital working for the future

## Business Management & Development

### The goal

ANGUSalve facilitates collaborative working across our services in order to cross promote our activities and events; making it easier for customers to book and to make sure we advertise what we have on offer to a wider audience.

### The challenge

With a broad spectrum of cultural, sport and leisure facilities and services, every area had their own systems for organising, promoting, recording and delivering their activities and events. The objective was to work together to provide a combined **holiday programme**, one each for Easter, summer and October and bi-annual **What's On** guides for ANGUSalve.

This idea complemented our communications strategy (see more under strategic aim 'engage and communicate openly', page 36). As part of this initiative, employee leadership updates were established as well as drop in sessions (see page 42) and communicate emails, to help facilitate information exchange and cross-collaboration of ideas.

### Holiday activities programme

The first combined programme of ANGUSalve children's school holiday activities was launched for summer 2016. The holiday activities programme captured the opportunities for children of all ages,

although primarily for those aged from 5-12 years, at our libraries, museums, sports centres and country parks. This was further developed for the October 2016 programme which also started to introduce themes. The October 2016 theme was 'dragons' to coincide with an event at Monikie Country Park during the same month.

### What's On guide

In December 2016, ANGUSalve started to cross-promote events across our services with the introduction of two **What's On** guides; April - September and October - March. The aim was to have one customer offering in place of individual service's standalone materials as well as to provide information where there was no existing promotion. The ANGUSalve **What's On** guide is now a packed programme of events and performances in our libraries to museums, galleries and archives through to our country parks, The Webster Memorial Theatre and our sport centres.

### Digitising our services

To facilitate more convenient booking of tickets by ANGUSalve customers, the majority of the **holiday activities** and **What's On** events were listed **online** using the **digital** platform Ticketsource. This was launched in April 2016, sports centres continued to use their current arrangements.

## TICKETSOURCE

The customer journey improved as tickets became bookable 24/7 from a single source, resulting in accessible bookings for customers. In addition, the introduction of **online** ticketing for events reduced ticket printing and postage costs as tickets purchased **online** are delivered straight to customers by email.

We also worked with service areas to encourage use of Facebook Events. For any event included in the ANGUSalve **What's On** or holiday activities programmes, service areas were asked to create Facebook Events with service-specific banners. This gave people interested in the event notifications when there was an update and to also help to promote the event by them sharing it with others.

Within its wider communication strategy, ANGUSalve aimed to develop the format and content of promotions. To do this, we utilised an **online** email platform (MailChimp) to create regular news updates for key service activities and events.



MailChimp

This change in communication method not only reduced printing and postage costs, it enabled more regular dialogue with customers. We began with The Webster Memorial Theatre, creating a **What's On** e-news update for the 2017 spring programme. In addition, communications to bACTIVE members began to let them know about special offer and promotions. The Angus Glens Walking Festival promotions were also established **online** using e-news to communicate with previous attendees.

**The payoff**

In both the ANGUSalive-wide **holiday programme** and **What's On** guides, there is something for everyone and customers can see the schedule of events in advance to help them plan ahead, easily reserve their place and consequently increase levels of participation.

**The future**

ANGUSalive will continue to harness its brand to promote the activities and events of its services and to facilitate this, a company management system is to be procured to provide one till system and enhanced reporting for the organisation as it continues to be more business-like in its approach.

Book **online** now at:  
[www.angusalive.scot/tickets](http://www.angusalive.scot/tickets)

# Deliver best value and create investment opportunities

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.

## **BUSINESS MANAGEMENT AND DEVELOPMENT**

In our first full year of operations, we augmented our business offerings to enhance both employee working arrangements, cross business collaborations and the future sustainability of our company. This included relocating our head office to a more modern and flexible workspace at St Margaret's House, Orchardbank in Forfar on Wednesday 1 March 2017.

As a company we recognised the need to review our charging structure and pricing policy across all business areas and as a result we successfully standardised our charges during 2016/17. We also introduced new charges for value-added services.

In March 2017 we took delivery of 'sparky' a Nissan Leaf electric car as part of a sponsorship arrangement with local family car dealership Mackie Motors through funding from Transport Scotland. The objectives of this were to reduce our carbon

emissions, reduce business travel costs and raise the profile of the charity throughout Angus when the branded vehicle is driven around the county.

## **A Charitable Trust**

As a charity we decided to procure donation boxes to roll out across our services with the message that people can make a donation towards "changing lives by inspiring healthy, active and creative lifestyles choices". All donations received to ANGUSalive are invested back into the culture, sport and leisure services we provide. As a charity we can now claim Gift Aid, so every £1 donated is worth 25p more to ANGUSalive; increasing the value of donations by 25% (if the donation is from a UK tax payer). Donation boxes were procured in early 2017 ready to be launched at the start of the new financial year.

We also added an option to donate to ANGUSalive on the online ticket platform, Ticketsource (as described in the previous case study); meaning that customers could opt to add a charitable donation to their purchase at the point of sale.

## **LIBRARIES, CUSTOMER AND CULTURE**

During 2016/17 we had carried out an initial review on how we deliver our services to our customers and we then made some changes as to how we provide these services, this included; the creation of a single cross-functional Museums & Galleries team to harness and develop our museums as attractions and our visual arts programme across ANGUSalive.

ANGUSalive employees provide face-to-face advice on Angus Council services and assist with the completion and submission of forms such as housing and Blue Badge, payment services are no longer provided from ACCESS Offices.

Carnoustie Library was announced as the first ANGUSalive library to be transformed into a modern, flexible community space. In March 2017, Carnoustie Library closed on the High Street and decanted to a space within ANGUSalive's Carnoustie Sports Centre in order to provide a fully functioning temporary library service during the six months of the improvement works. Scheduled to reinvigorate five libraries over the next two years, this initiative is funded by Angus Council's capital investment programme.





# Champion the positive benefits of our services

We aim to promote the positive benefits of leisure, cultural and community services in terms of health and well-being, learning, community development and creativity.

## HEALTHY

**O**ur Countryside Adventure Team established roots whilst harnessing the ecosystem of the park for future generations to enjoy whilst they are being healthy outdoors. ANGUSalve embarked on tree planting on Tuesday 28 March 2016 at Countryside Adventure's Monikie Country Park to mark our first full year of operation as the culture, sport and leisure charity for Angus. The Chief Executive and Senior Manager for Sport & Leisure joined Rangers from our Countryside Adventure team in planting seven specimen trees.

Our Rangers selected each tree for its majestic ornamental appeal and as they mature the trees will provide great attractions to park visitors. The specimen trees are – Chinese Necklace Poplar, Ginko Biloba, Black Walnut, Golden Weeping Willow, Douglas Fir, Sweet Gum and Cedar of Lebanon.

## ACTIVE

**O**ur Sports Development Team showcased talents at the 21<sup>st</sup> Anniversary of the ANGUSalve Sports Awards.

The ANGUSalve Sports Awards 2016 were held on Thursday 9 March 2017 at the Reid Hall, Forfar. The awards recognise and celebrate the achievements of many sport stars, volunteers, teams and clubs across Angus.

Nominations were received for 86 individuals, teams and clubs across the nine award categories, including a new award, Club of the Year. Over 200 guests joined the celebrations on the evening. Within the three sports personality award categories, nominations included five international competitors, 22 individuals who represented the county in their respective sports and seven Scottish age group champions.

With 27 sports represented overall in the nominations, this highlights the quality of athletes and diversity of sporting opportunities available to the people of Angus. Read more in our Case Study on pages 20-21.

## CREATIVE

**T**his year our Museums, Galleries & Archives team took our collections to new venues for the public to have different opportunities to engage with the items. A few of the most notable include; exhibitions of objects and interpretation for the Angus Glens Walking Festival base camp in Kirriemuir Town Hall in June 2016 and The Senior Open Championship held at Carnoustie Golf Links in July 2016.

To engage new audiences with their local heritage, a range of activities and events were also held in our museums, libraries and community settings. The Jim Ratcliffe Photo Drop In Day event allowed members of the public to identify family and friends from the photographer's collection, which documented the events and social lives of people and places in the Angus towns of Arbroath and Forfar. Jim was a professional photographer with a studio in Arbroath whose personal collection contains over 70,000 negatives, dated between 1970 - 1999.

## Case Study

### Champion the positive benefits of our services

# Dr Mead

## Museums, Galleries & Archives

One of the paintings in our collection [Dr Richard Mead](#) by [Allan Ramsay](#) (1713-1784) featured on the BBC television series 'Britain's Lost Masterpieces' in October 2016. Whilst it had widely been assumed that the painting was a copy of another in London's [National Portrait Gallery](#), it was discovered during research for the programme that the [Montrose Museum](#) painting was in fact the original. As part of the making of this widely watched programme, the painting was fully restored and has since attracted visitors from outwith our area who have travelled especially to see the painting now on public display.

### Research, restoration and discovery

A torn and unloved 18th century painting of [Dr Richard Mead](#), a gentleman believed to have been King George II's physician and a patron of acclaimed 18th century artist [Allan Ramsay](#), went through considerable conservation to then ultimately be heralded as a true Angus art treasure and showcased in an ANGUSalve museum.

During 2016, this previously forgotten masterpiece lay in the collections of [Montrose Museum](#) and only came to the attention of the producers of the BBC4 programme 'Britain's Lost Masterpieces', during their research of the Art UK website; which showcases all oil paintings held in public collections throughout the UK.

The painting had been recorded in the museum records as a copy of a painting by the celebrated 18th



Century Artist [Allan Ramsay](#), the original was marked as being held in the collections of the [National Portrait Gallery](#) in London.

Having seen the painting on the website, the programme makers came to view the painting in the museum stores. In a very poor condition with large holes in the

canvas, the details of the subject had been heavily hidden behind the thick the dirt and grime accumulated since the 18th century. Undaunted at its poor condition the programme makers – Tern TV, in partnership with ANGUSalve and Angus Council\*, arranged for a full restoration of the painting, by The Simon Gillespie Studio, London.



**The real deal**

After this restoration, through close examination of the work and based on the painting's style and tell-tale clues offered by long-since applied brush strokes of paint typical of the style of great old master Allan Ramsay; the presenter of the programme, art-dealer, art historian and acknowledged expert on the works of Allan Ramsay, Dr Bendor Grosvenor, was able to reveal its true origins as an original work by the artist. In addition Dr Grosvenor was also able to confirm that the Montrose Museum painting was the original version and that the painting hung in the National Gallery is a lesser copy.

The painting has now returned to hang on the walls of ANGUSalive's Montrose Museum and has been interpreted and displayed in the museum for the benefit of the people of Montrose, the community of Angus and its visitors.



*“We were amazed by the news and fascinated to learn about the detective work that went into establishing the truth about the painting's origin. The results of the restoration work are superb. It is wonderful that a painting by the esteemed Allan Ramsay, perhaps the greatest portrait painter in Britain in the 18th century, has been so expertly restored.”*

ANGUSalive's Collections Officer  
Dr John Johnston



*“It's very nice to have it back and be able to put it on public display again. I feel fantastically privileged to be able to rescue works like this picture and see the pleasure it brings to a small institution like Montrose Museum.”*  
Dr Bendor Grosvenor



**Spike Geilinger** (Director/Producer),  
**Dr Bendor Grosvenor** (Presenter),  
**Simon Gillespie Studio**, New Bond St. London, (Painting Restorer)

With thanks to: **BBC FOUR, Tern TV** (Programme Makers)

\*ANGUSalive cares for and manages the collections of Angus Council for the people of Angus.

*"Wow, I didn't know the library did so much"  
A local mum.*



*"I think it [Coderdojo] is teaching the children skills for the future in a fun way"  
Parent whose two children regularly attend.*

# Encourage participation for all

ANGUSalve aims to 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.

## LIBRARIES, CUSTOMER AND CULTURE

### Bookbug Sessions

ANGUSalve's partnership with Scottish Book Trust in the delivery of Bookbug Sessions and the early year's book gifting programme continues to attract strong customer, community and partner support. ANGUSalve's Children & Families Development Officer, Sylvia Main is a member of the Scottish Book Trust's National Bookbug Co-ordinator Steering Group where she contributes positively to both the Angus and national direction for early year's programmes. During 2016/17 there were 10,707 children in attendance across the 800 ANGUSalve Bookbug sessions.



### Chatterbooks

Each library offers a programme of regular activities that capture all primary school-aged children, including the Chatterbooks monthly reading groups; 399 boys and girls attended during 2016/17.

### Lego in the Library

ANGUSalve was the first service to nationally introduce these monthly clubs and they have

continued to be extremely popular with young members and their parents/guardians; 734 children and 41 parents/guardians attended in 2016/17. As a result the libraries team have programmed additional groups to meet demand.

### Coderdojo and Coding Clubs

The Coderdojo clubs (for 7-17 years) and coding clubs (for P5 to P7) allow children to work with programs such as Scratch, HTML along with BBC: Microbits and Raspberry Pis and accessories. The club initially ran in Arbroath Library and was extended to Forfar Library in April 2016. These clubs were enjoyed by 90 children this year.

### Family Literacy Group

From April 2016, ANGUSalve worked in partnership with Play on Wheels to deliver sessions with Brechin Library's family literacy group. These sessions incorporated the use of puppets, songs and rhymes as well as musical instruments and outdoor sessions to increase understanding of the benefits of early reading in a meaningful and fun way.

### Tesco Summer Reading Challenge

The 'Big Friendly Read' proved especially popular with young readers in Angus with over 898 boys and girls taking part and 222 younger

children completing Bookbug's Library Challenge alongside them. This is a 17% increase from the previous year. Over 600 children also enjoyed special activities in libraries during the 2016 summer holidays.

### Promote Reading to P1s

After many years of partnership with Northmuir Primary School, Phil Brown (Facility Officer, Kirriemuir Library) worked with Jonathan Brown, Deputy Head Teacher, to promote the library service as a place of learning within our community. The initiative was made possible by funding from the **Public Library Improvement Fund (PLIF)** and helped to promote reading to children through fun videos. The project successfully helped families to connect whilst empowering parents to support their children so they understood how their library is organised, how to select stock and how to access and utilise our digital resources.

### Mobile Library Service

Our mobile libraries increased their outreach visits to schools and nurseries this year with 3,427 visitors at young people's settings. The unique setting of the van was enjoyed by the children as they learnt about the library and reading in a fun and imaginative way.



### Local History and Culture

Interest in local history and culture was highlighted with an increasing number of cross-service activities programmed involving museums, archives and libraries. The Lighthouse Memories talk, inspired by a local author, was delivered by the libraries' Local History and Heritage Officer, Gavin Hunter, at ANGUSalive's Arbroath Signal Tower Museum in August 2016 and repeated due to demand in February 2017.

### Book Week Scotland 2016

Alongside the regular groups enjoyed by library customers, for example reminiscing groups and reading groups, readers were invited to celebrate Book Week Scotland 2016 with a series of meet the author visits across the county in November 2016. This included the well-received "Dangerous Dames" session by two local mystery writers who joined the mobile libraries service at The Muirhead and Birkhill Millennium Hall to read excerpts from their books and host a Q&A session. Across all of the events 101 adults attended.

### Festival of Museums

ANGUSalive celebrated the Festival of Museums in Arbroath Signal Tower Museum with 'Privates and Privateers', a musical show about French Privateer Captain William Fall who attacked Arbroath in 1781. The event in May 2016 consisted of song, dance and painting activity led by a local artist and performer as well as pirate-themed craft activities. Over 150 visitors attended this day, enjoying something a bit different in this landmark museum.

Kirriemuir Gateway to the Glens Museum celebrated the same occasion by offering a chance for visitors to see the rare, intricate Peter Pan paper sculpture commissioned by the Scottish Book Trust from a mystery sculptor, identity still

unknown. This sculpture was 'found' in Barrie's Birthplace during 2011 and it was the first time it had been returned to the town for public display.

### Winter Exhibition

The Meffan Museum & Art Gallery's Winter Exhibition in December 2016 attracted 400 entries from which 264 were selected for hanging. This exhibition is open to both professional and amateur artists and continues to attract popular local and national support.

### Photographic Collections

Work on digitising and making available two significant local photographic collections continued this year. The Kenneth M Hay collection is an extensive photographic archive of Ken Hay, a professional photographer in Montrose from the years 1950-1991. The collection contains a vast number of photographs covering Montrose and the surrounding areas, documenting local events and social life at the time and provide a rich source for researchers and reminiscence.

### Witch Week

The second annual 'Witch Week' was held in October 2016. This collaboration between Angus Archives, the Meffan Museum & Art Gallery and Countryside Adventure, saw 279 local primary school children visit the museum to hear the story of the Forfar witches, see the witch exhibits and enjoy some spooky crafts with the museum staff. Angus Archives added interactive storytelling by a staff member dressed as Mistress Elspeth Piggot in character costume.



All of the groups were fascinated by the broom, made especially for the event by one of our Countryside Adventure Rangers.

### Murder in the Archive

Writers' workshop 'Murder in the Archive' in March 2017 featured two popular historical crime writers SG Maclean and Shirley McKay. They gave fascinating insights into using archives as the inspiration and background of their work. This unique day was greatly enjoyed by a group of enthusiastic budding writers.





*"Thank you so much for a fantastic day! We arrived about half 10 and were still there at 3pm. We made decorations, did the elf trail, had lunch and then went to see the Grinch; my six year old was in his element! The staff couldn't have been more helpful and friendly! We will definitely be back next year. Well done for all your hard work and thanks again!"*

*"We had a fab day here! My daughter completed the elf on the shelf trail. We all went to make some decorations. We were particularly impressed with our wreath we made, thanks to the great instruction! Will be back next year too!"*



**SPORT AND LEISURE**  
**Festive Fun Weekends**

Family Festive Fun Weekends at Monikie Country Park ran for three weekends in December 2016 and offered local stalls, decoration workshops, live music and performers including The Grinch and Santa's grotto, interactive Christmas trails through the woods, along with amusement rides and face painters. A phenomenal 13,248 visitors were attracted to the park to enjoy these family-friendly weekends. We worked in partnership with Cafe Byzantium, located in Monikie Country Park, to create and promote a suitable festive menu to be available for purchase during these weekends.

**Angus Glens Walking Festival 2016**

This was the 14<sup>th</sup> year of this popular outdoor event. The festival ran over four days from Thursday 2 - Sunday 5 June 2016 and 323 places were booked across the 18 guided walks scheduled over four days. The walks varied in difficulty from easy to extremely strenuous, with Jocks Road proving once again to be one of the most popular walks. All walks were led by Mountain Leaders and Countryside Rangers. The base camp registration centre was situated in Kirriemuir Town Hall and coaches were used to transport walkers to enjoy the great outdoors and meet other walkers from near and far.

*"Went to see Sinbad today. It was absolutely fantastic. Kids loved it as did myself & husband. We have been the past few years & each year it just gets better & better. Can't wait for next year!"*

*"Had a great time at 'Sinbad'. We brought pensioners through from Montrose with the money gathered in our Pensioners Bottle, 20 of us in the party and enjoyed by all. Staff greeted us and couldn't be more helpful."*

**Webster Memorial Theatre**  
**Pantomime - Sinbad**

ANGUSalive's 2016 annual professional panto was held at the Webster Memorial Theatre from Friday 2 December 2016 until Christmas Eve and was sponsored by our partners Mackie Motors. There were a total of 10 schools-only performances which 3,602 pupils and teachers from schools across Angus, Aberdeenshire and Dundee attended. In total there were 24 public performances which attracted 4,454 visitors to the theatre. Sinbad was written and directed by award winning playwright John Binnie, helping ANGUSalive to attract a cast of experienced professional actors. Some cast members were invited to take part in a 'reading for enjoyment initiative' being carried out by three Angus primary schools. To promote the show, the panto dame also visited our Saltire Sports Centre for an exercise class and Mackie Motors for a test drive!





### Learn to Swim Programme

Running across all seven ANGUSalve swimming pools, our Learn to Swim programme includes pre-school, Level 1-8, Top Up (for children P5+ who cannot swim), adult and child lessons, Rookie Lifeguard, Aquaskills, Water Polo and Swimming Lessons for adults. Approximately 13,000 children attended lessons during the blocks which were held during 2016/17. Crash course swim lessons for children were also held during the holiday activities programme at each ANGUSalve swimming pool.

At the squads, swimmers from local clubs can train together and gain valuable knowledge from a range of coaches. Entry to the squad is gained by achieving a set time at an accredited swimming meet. This has encouraged clubs to steer towards the correct level of competitions for their swimmers and aided in their overall club squad development.



*"Fabulous coaches, children love learning to swim."*

*"I was amazed at how well my daughter is progressing; she started in adult and child and is now in Level 5 and only 6 years old."*

The programme in 2016/2017 has seen a big increase in swimmers achieving entry to the squad with 13 swimmers in the Area Squad and 12 in the Development Squad. Of those in the Area Squad, two also met the criteria for the Scottish Swimming National Squad programme and six competed at Scottish National Age Group Championships in March 2017. The numbers in the squads is a fantastic achievement, due to the hard work of the swimmers, their clubs and their coaches but also by the coaches and Sports Development Officer, Lisa Houston, who have supported the squad programme and contributed to the successes of the swimmers.

The aim of the programme was to better equip the young players to play 7-a-side football, while also helping coaches to be ready for the outdoor season. Our Sports Development Officer, Ross Smith, created an environment that would generate learning opportunities for both the young players and coaches to develop. Seven teams from Angus played weekly from Sunday 15 January until Sunday 5 March 2017. Each team played one 7-a-side match per week against another Angus club indoors at one of our ANGUSalve facilities. The facilities used weekly were Saltire Sports Centre and Lochside Leisure Centre, now Forfar Community Campus. The teams involved in the league are Forfar Boys, Lochside, Kirrie Thistle, Carnoustie Panmure, Montrose Youth, Monifieth Athletic and Arbroath Community Sports Club.

### Angus Swimming Squads

The Angus Swimming Squads provide opportunities for young people across Angus to top up their current training programme. There are two levels to the squad structure, the Development Squad and the Area Squad. Both squads are a stepping stone towards the Scottish Swimming National Squads programme, specifically the entry level of the Scottish Swimming District Regional Programme.

### Indoor Transition League

The Indoor Transition League was set up for Angus Football Clubs, for players born in 2008 who were transitioning from 5-a-side into 7-a-side football in March 2017.

*"The programme has been really well received by our 2008 Coach. The children are really enjoying being involved and we are starting to really see the boys improve every week in preparation for the outdoor season."*

Paul, Vice Chairman,  
Forfar Boys

Case Study  
Encourage participation for all

# Sports Awards

Sport & Leisure

## Encouraging Sports for All

The annual awards ceremony encourages the Angus sporting community to come together and celebrate sport and the achievements of many individuals, teams and clubs. Whether it be where a club has made significant progress over a year, a coach leads their athletes to excelling in competition through detailed planning and preparation, or a school volunteer puts in a lot of time, effort and work to provide an opportunity for children to take part in an activity. The awards can inspire others to do more, to try new things and to share their amazing stories of triumph.

The CLUB OF THE YEAR AWARD was a new addition to the ANGUSalive Sports Awards 2016 to signify the 21<sup>st</sup> celebrations. The winners, Brechin Beavers Swimming Club, highlighted their development in terms of club structure, achieving club accreditation but also the

resilience of the club to cope with the changing environment and meeting challenges whilst continuing to provide opportunities for children, young people and adults. The club really embodied the Scottish Swimming vision of 'everyone can swim' as the club began an adult masters section and also increased their pool time to accommodate new members, whilst continuing to progress the current swimming membership and juggling all of this as they adjusted to a new training facility at Brechin Community Campus. In recognition of their success as Midlands 2nd Division League Champions, ANGUSalive also presented Club of the Year winners, Brechin Beavers Swimming Club, with a plaque for poolside at the Campus.

The CLUB VOLUNTEER OF THE YEAR AWARD was introduced to the award categories in 2015 as it was important to recognise the support contributions that go on behind the scenes to making clubs and teams run smoothly and successfully. Those who are not an athlete or a coach but who support the club and play a key role in ensuring the club continues to move forward can be highlighted and celebrated for their commitment. Sports clubs rely on the goodwill of so many hard working volunteers and this award gives clubs the opportunity to reward those who have stood out through their

positive impact. The winner of the Club Volunteer of the Year Award for 2016, Lynda Sim has been a key driver in the development of netball across Angus but particularly in Arbroath. She set up new teams and enabled increasing numbers of girls and ladies to participate in netball.

The SERVICE TO SPORT AWARD is a special kind of award, this does not only take in the work from across 2016 but from across a lifetime of involvement in sport. The winner, Rhona Alston is a dedicated and focussed volunteer. Rhona is heavily involved with Montrose and District Tennis Club and she has set her vision of creating a world class club which caters for current and new members through significant upgrades to the facilities. Through hard work to secure adequate funding, the challenges to improve facilities were overcome. Rhona was also central in setting up a tennis taster programme for all primary three classes in Montrose and Brechin.

The coveted award for SPORTS PERSONALITY OF THE YEAR for 2016 had a very high quality of nominees and was taken home by Taekwondo athlete Catriona Steele who demonstrated commitment to training and club development. She went on to win two gold medals in individual events at the Taekwondo World Cup in Budapest.

## Expanding Recognition

The award categories now cater for all those with an involvement in sport whether as an athlete, a coach, club volunteer or helper, or a team, a club and those with involvement in





extracurricular sport.

All levels of participant are eligible to be nominated with distinction made between young people and adults in the two sports personality of the year award categories. Those with disabilities can also be recognised for their participation in sport through the SPORTS PERSONALITY OF THE YEAR AWARD FOR PEOPLE WITH A DISABILITY.

### Involving our Wider Community

To showcase the full depth of our culture, sport and leisure offering, we called upon expertise from across the organisation and our partners to provide entertainment for the evening. This included local band Sonnet 65, Arbroath Musical Society's cast of Made in Dagenham and guest Eilish McColgan, in partnership with Mackie Motors, who joined us fresh from the European Indoor Championships where she picked up a bronze medal in the 3000m. On the night, Eilish answered a number of questions and spoke about her training routine and injuries as well as her goals and aspirations for her future in athletics.

### Looking Ahead

It is inspiring to highlight the impact that a team or a club has made on a number of people, not only the athletes but all of the support teams around them.

We are looking forward to celebrating the ANGUSalive Sports Awards 2017 winners on Friday 16 March 2018.

*“The exciting part of the Awards is hearing of the activities, how they overcame any set-backs and the determination of many key individuals across Angus, as well as learning more about the number of opportunities that sport provides, not only to our young people, but to adults to give them lifelong participation.”*

Lisa Houston, Sports Development Officer/ Sports Awards Team, ANGUSalive



ANGUSalive | SPORTSawards 16  
21ST ANNIVERSARY

## AWARDS & WINNERS

**CLUB VOLUNTEER OF THE YEAR AWARD**

Lynda Sim, Netball

Sponsored by Special Olympics Tayside and Voluntary Action Angus

**SCHOOL SPORTS VOLUNTEER OF THE YEAR AWARD**

Chris Kettles, Football

Sponsored by Active Schools (Angus) and Cash for Kids

**SPORTS PERSONALITY OF THE YEAR AWARD FOR PEOPLE WITH A DISABILITY**

Gemma Lumsdaine, Wheelchair Rugby & Basketball

Sponsored by Angus Disability Sport and National Oilwell Varco

**COACH OF THE YEAR**

Scott Haxton, Swimming

Sponsored by Forbes of Kingennie Resort

**TEAM OF THE YEAR**

Arbroath High School

Open Girls Basketball Team

Sponsored by Community Sport Hubs, Angus

**YOUNG SPORTS PERSONALITY OF THE YEAR**

Joel McFarlane, Athletics

Sponsored by Tay FM

**SERVICE TO SPORT**

Rhona Alston, Tennis

Sponsored by D&A College

**CLUB OF THE YEAR - NEW AWARD FOR 2016**

Brechin Beavers Swimming Club

Sponsored by Ferburn Engraving

**SPORTS PERSONALITY OF THE YEAR**

Catriona Steele, Taekwon-Do

Sponsored by Auchterhouse Country Sports

# Promote a culture of diversity and equality

Ensure that services meet or exceed the Trust's obligations under the Equalities Act 2010.

## SPORT AND LEISURE

### Branching Out Project - John Muir Discovery Award

**B**ranching Out is a Mental Health Through Nature project run at Crombie Country Park from April until October and is supported by funding from The Forestry Commission. Participants accessing mental health services, such as NHS Tayside, or

receiving support from mental health charities, for example Penumbra, are referred to the programme and experience three hours of woodland based activities once a week for 12 weeks. Participants enjoy different activities in small groups of no more than 12.

Regular attendance counts towards the John Muir Discovery Award. We had 24 participants over two projects and were delighted 17 achieved their John Muir Award.

*"I really enjoyed Crombie, I made new friends and it gave me more confidence. I learned a lot of new things; I even got the confidence to go on a bus myself. I did not really have a favourite bit as I really loved it all."*

*"I enjoyed attending the John Muir Group as it got me out, gave me the chance to do new activities and some I haven't done for years."*

*"My client has benefitted greatly from attending Crombie. He was able to recognise that using the activities as a distraction helped with the management of his symptoms. He has re-engaged with activities he used to enjoy, but had stopped due to his illness. All staff working with him have noticed a positive change in his mood, outlook and wellbeing. He is now volunteering twice a week; this is a big step forward for him."*



## Removing Barriers to Participation in Physical Activity

### Buddy Scheme

Customers who require assistance when using our Sports Centres facilities may apply for the our Buddy Scheme. The aim of this free scheme is to support customers who require assistance in order to access our wide range of facilities. The scheme provides our customers with the help and support they need to take part as their 'buddy' can attend the session free of charge and in 2016/17 it assisted around 200 customers.

### Registered Carers

ANGUSalve supports approximately 240 registered carers to participate in physical activity through two bACTIVE membership offers. Customers who are registered as Young Carers (17 and under) are entitled to the relevant bACTIVE

membership category for an individual free of charge and customers who are registered as Angus Carers are entitled to concessionary rates.

### Angus Parasport Festivals

Within this festival, young people with a physical, sensory or learning disability had the opportunity to try a range of Paralympic sports delivered by ANGUSalve's Development Officer for Disabilities, Laura Smith OBE and Local Sports Leaders through our Active Schools partnership. The activities selected have strong club links so children can continue to enjoy and develop within the sports for many years to come, and learn

more about the pathways that are available to them across the Tayside Region. We held two parasport festivals in Angus in which over 80 athletes took part in athletics, badminton, boccia, bowls and wheelchair basketball.

*Pupil:-  
"Gives me the chance to do what I love best, playing sport."*

*Teacher:-  
"This is a fantastic opportunity for our pupils to try other sports, which doesn't always happen."*



# Dementia Memory Boxes

## Libraries

### Boxes full of Memories

This innovative new service was launched in March 2017. Funded through the Scottish Library and Information Council's Public Library Improvement Fund (PLIF), this lending service helps people with dementia retain or **reconnect** with cherished memories by **stimulating conversation** with their families and carers through the use of images and objects in 35 specially developed themed boxes and bags. The **Dementia Memory Boxes** are available to library members in the same way as books from any of our libraries or mobile libraries. ANGUSalive captured

national press attention through the introduction of this new offer and our Adult & Community Development Coordinator Christine Sharp was interviewed on BBC Radio Scotland's Kaye Adams Programme.

### What is Dementia?

- **Dementia is caused by a range of different diseases that cause physical damage in the brain**
- **1 in 3 people over the age of 65 will develop dementia at some stage in their lives**

This initiative enabled our libraries to support and provide enjoyment for people living with dementia.

### Retain, stimulate and share cherished memories

Already supporting people with health and wellbeing issues, Christine began planning a project to create resources to help those with Dementia in our local communities and when the opportunity arose to apply for PLIF funding for a health project to complement the charity's 'Take Control' collection, to support cancer sufferers, and 'Chronic Pain' collection, to support long-term pain sufferers. From research, Christine knew that people with Dementia often lose the ability to hold meaningful conversations and so had

a clear focus that the project had to be about lending resources with the aim of **aiding conversation** by **stimulating memories** thus **stimulating communication and social inclusion**.

The idea was to create boxes of items that would hark back to an older person's childhood and lend out these resources to individuals and care settings, as part of the library borrowing service. After successfully attracting the funding, Christine put together 35 boxes and bags on various themes such as gardening, toys, Royalty, war and sports. Each box or bag contained a variety of pictures, colour and black and white photos and objects to stimulate touch and smell senses.

*Imagine that the brain is a collection of fairy lights. Each light represents a different memory, skill or function of the brain. Dementia causes some of these lights to flicker, some to dim and some to switch off completely. The order in which these lights are affected are different for everyone and so everyone with dementia will be affected differently.*

Lindsay,  
Alzheimer's Scotland

*"There are a good number of things in the box - plenty for us to remember and talk about but not too many to overwhelm us."*

*"What a great idea - it's good fun looking at all the things in the box."*





*Lindsay, Alzheimer's Scotland commented on the project: "ANGUSalive's Dementia Memory boxes are a fantastic resource to people living with dementia and their carers to prompt reminiscence and communication. The objects, photos and books contained within the boxes can help to stimulate memories and encourage conversation. We are delighted that the boxes are available in all of ANGUSalive Libraries and would encourage people living with dementia and their carers to give them a try".*

The boxes and bags can therefore be a useful aid when engaging in conversation between people with Dementia and their loved ones or carers to help them share memories.

The ANGUSalive Dementia Memory Box service was launched on Friday 24 March 2017 at the Dementia Garden in Kirriemuir with many invited guests including people living with dementia and their loved ones. As well as the Dementia Memory Boxes, each ANGUSalive Library was provided with a new collection of up-to-date Dementia information books.

### Dementia Friends

As part of the initiative, Christine set up **Dementia Friend Awareness** sessions for ANGUSalive staff to learn about the signs and symptoms of dementia and to equip them with the knowledge to assist customers who may display these characteristics. The aim was to turn understanding into action and promote a wider awareness that dementia does not just affect older people. Attendees learnt about key traits of dementia such as dark floors and mirrors, which pose as a hazard for people with dementia as their perception of depth and reality, are jumbled. The trainer, Lindsay from Alzheimer Scotland told the group to think of the bookcase analogy where the books on the shelves are functions and memories of the brain; from a child on shelf one, to a person's life in their 20s, 40s, 60s and 80s on the top shelf. Dementia shakes the book case, books fall off consequently making functions and memories inaccessible. Dementia continues to shake and topple over their 'books'. Having completed the training, our staff now have a clearer understanding of what to look out

for when people living with dementia use our services and how to assist them to enjoy what's on offer. To date, 70 ANGUSalive employees have attended these sessions.

### Development Plan

During our rolling library refurbishment programme, we are seeking advice on making the environment easier for people with Dementia to navigate. We are also continuing the Dementia Friend Awareness sessions with a view to ensuring as many ANGUSalive staff as possible have attended the session.

The Dementia Memory Box service will continue to be part of our core lending provision, and we are currently reviewing the items in the boxes. We are planning to add a disc of sounds to each box to appeal to more users. We are also looking to develop more boxes based on feedback and consultation with those who have borrowed and used boxes for example we have requests for a 'sweets' box and a 'woodworking box' as ideas for the future.



During this project Christine and ANGUSalive have formed great working relationships with colleagues in Health and Social Care, Alzheimer Scotland and local Dementia groups.

Christine comments on the project successes:

*"In the first six months of operation, the boxes were booked out 107 times and we have received positive feedback from users about the boxes. Through the launch of this PLIF funded service, we have also raised awareness of the variety of ANGUSalive's library services available to the community."*



# Our year at a glance

**April**

RSW 5<sup>th</sup> Annual  
Open Summer  
Exhibition at the  
Meffan Museum  
& Art Gallery

Communications  
Strategy to set out our  
objectives, audiences  
and key messages

A recording system  
for compliments was  
implemented

Tesco Bank Summer  
Reading Challenge

**May**

Started sessions for  
Brechin Library's  
family literacy group  
in partnership with  
Play on Wheels

Piloted the first Code  
Club at Forfar Library

Branching Out  
John Muir Discovery  
Award given to  
17 people  
Apr - Oct

**June**

Art Moves  
performance  
at The Webster  
Memorial Theatre

Learn to swim crash  
course sessions held  
as part of the holiday  
activities programme

**July**

Angus Rugby Select  
Programme ran  
from September to  
November

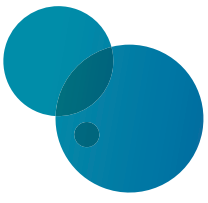
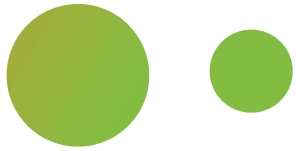
Festival of Museums 2016  
at: Signal Tower Museum  
Gateway to the Glens  
Montrose Museum

Angus Glens Walking  
Festival 2016

**Aug**

**Sept**

Risk assessment and  
incident management  
training was delivered  
WorldHost customer  
service training was held  
for our frontline teams



A Trip Advisor Certificate of Excellence was achieved by the Signal Tower Museum, Arbroath

ANGUSalve Lean Taskforce was brought together to achieve a Yellow Belt qualification

Annual Meffan Winter Exhibition



Festive Fun Weekends were held at Monikie Country Park

First leadership update held to facilitate direct communication between the Chief Executive and leaders across the team

Arbroath Young Sports Hub was launched

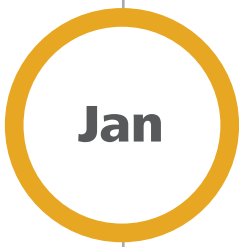


Drop in sessions were also held to facilitate open exchange of all information and ideas across the business

ANGUSalve head office relocated to new accommodation

ANGUSalve supported Angus Carers and their work with Respite Scotland

Witch Week collaboration with Angus Archives, Meffan Museum & Art Gallery and Countryside Adventure



'Dr Richard Mead' featured on the BBC TV series 'Britain's Lost Masterpieces'



Pricing review agreed including the standardisation of charges

A writer's workshop 'Murder in the Archive' with crime writers SG Maclean and Shirley Mckay

Dementia Memory Box service was launched



'Fossil Hunters' touring exhibition visited Montrose Museum from National Museums of Scotland

Trees were planted at Monikie Country Park to celebrate ANGUSalve's first birthday year

ANGUSalve Sports Awards were held at the Reid Hall, Forfar

Official opening of Brechin Community Campus

Opportunity Workshops were held to engage with employees across all services



Video Active launched at Webster's Sports Centre

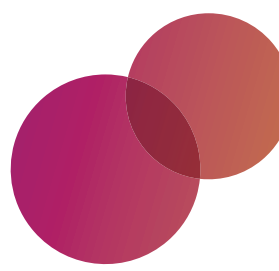
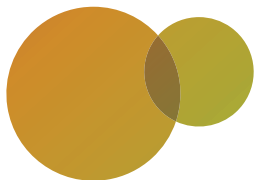
Eilish McColgan Masterclass held at Brechin Community Campus

Forfar Community Campus opened Saturday 20 February 2017

Sinbad, ANGUSalve's annual Professional Panto, held at the Webster Memorial Theatre

ANGUSalve Celebrates First Birthday

Angus Parasports Festivals



# Improve outcomes through effective partnerships at local, regional and national levels

Develop and nurture robust and productive partnerships with local clubs, community groups, voluntary organisations, the National Health Service, national bodies and customer groups.

## **BUSINESS MANAGEMENT AND DEVELOPMENT**

### **Respite Care**

ANGUSalve supported Angus Carers and their work with Respite Scotland to provide assistance to unpaid carers by donating well-earned breaks for carers or to allow carers to enjoy treasured family time. This included gift vouchers for our water sports and high ropes facilities at Monikie Country Park, as well as donations of pantomime tickets, sports centre passes and a session with our Angus Archives team to research their family history.

## **LIBRARIES, CUSTOMER AND CULTURE**

### **Macmillan Cancer Support**

ANGUSalve signed a partnership with Macmillan Cancer Support in January 2017 to agree that volunteer-led information and support for cancer patients and their families will be available and rolled out to all libraries.

**WE ARE  
MACMILLAN.  
CANCER SUPPORT**

### **The Royal Scottish Society of Painters in Watercolour (RSW)**

The Meffan Museum & Art Gallery hosted a third exhibition from The Royal Scottish Society of Painters in Watercolour (RSW). In their fifth annual Open Summer Exhibition in Angus, RSW showcased over 180 artworks by some of Scotland's leading artists and talented young artists in this prestigious exhibition that attracted 1,231 visitors during its run in May 2016.

### **Artefact Boxes**

In August 2016 the Museums team took ownership of a set of artefact boxes of replica historical items and supplementary material previously used for curriculum work within Angus Council's Schools and Learning. Curators and Museum Officers developed an educational programme around the themes of these boxes to complement the strengths of their own collections



and promoted this new offer by visiting primary school teacher cluster meetings. There are currently 25 boxes available for bookings. Between Wednesday 1 March 2016 and Sunday 30 April 2017, a total of 192 pupils from eight classes enjoyed learning through the artefact boxes. Favourites included The Romans and Victorian schools.

### Fossil Hunters

Montrose Museum hosted National Museums Scotland's touring exhibition 'Fossil Hunters' from January to April 2017. This exhibition provided an opportunity for ANGUSalive to showcase some of its own nationally recognised fossil collection alongside items from the national collection. As part of this exhibition, the museum hosted children's activities like Dig and Discover Fossils as well as complementary events including a talk from Dr Nick Fraser, Keeper of Natural Sciences at National Museums Scotland.

### National Treasure Trove Scheme

Our museums have been allocated a number of exciting finds for Angus through the National Treasure Trove Scheme, which is the scheme that works to ensure that significant objects from Scotland's past found by members of the public are preserved in museums for the public benefit. A 15th century gold finger ring, found at Kirkton of Kingoldrum, was secured for the Collections along with medieval-period rings found by metal detecting at Balardo.

### SPORT AND LEISURE

#### Sportshall Fun in Athletics

This programme was developed by Scottish Athletics to introduce young people to a range of athletics disciplines in a fun, team-based competition. The programme is organised locally and leads to regional finals which are held in February each year. Across Angus, six cluster festivals are held in October and November for P6 and P7 pupils. The winning school from each cluster festival is invited to the Angus final in late November and the top two schools then progress to the regional finals to compete against the top two teams from Perth and Kinross, Fife and Dundee. In Angus, 725 children from a total of 30 primary schools participated in the programme; some do not have the

numbers to comprise a full team and therefore work with other schools in their cluster to make a composite team. Whitehills PS and Seaview PS represented Angus at the regional final in Dundee in December, taking first and second place respectively. The programme is run by our Sports Development Team with support from Active Schools and Dundee & Angus College. Students from the Coaching and Developing Sport HND course at Dundee & Angus College receive training prior to the festival and then led on different aspects of the programme under the supervision of the festival organiser.

*"I liked the fossil dig because you feel like a real archaeologist."  
Mia aged 10.*

*"As a zoologist, I thought the exhibition has made what is the most fundamental events in the evolution of terrestrial vertebrates both exciting and understandable to the layperson."*



Image courtesy of National Museum of Scotland



## ANGUSalve/Active Schools Basketball Festivals

From February to April 2017 the Development Officer for Physical Activity, organised primary basketball festivals for the Angus area in partnership with Active Schools and Dundee & Angus College students on work placements. The festivals were held in Arbroath, Carnoustie, Forfar and Kirriemuir with 270 children across the county representing their schools in a competition format for P4 to P7. From the cluster festivals the top two teams were invited to Forfar Community Campus to compete for the Angus Primary Basketball Trophy with Burnside Primary School winning the finals this year.

The festivals fit into the Basketball Scotland pathway for children under 12 years, allow the children to develop an interest in basketball, increase participation within the sport, create effective pathway to the Tayside Musketeers Basketball Club and increase physical activity levels through fun involvement in sport.

## Eilish McColgan Masterclass

Angus Olympic athlete Eilish McColgan delivered a masterclass at Brechin Community Campus. Eilish helped our Sports Development Team to put Brechin High School first year youngsters through their



paces as part of a drive to promote the benefits of sport and fitness. The event was enabled by our partnership with Mackie Motors who currently sponsor Eilish. Pupils took on a circuit of seven sport stations at a session based on the Scottish Athletics giant heptathlon programme. Middle distance star Eilish, who represented Great Britain at London 2012, took time out of her winter training schedule to take part in the Brechin Community Campus event on Tuesday 13 December 2016.

## Brechin Community Campus Official Opening

Brechin Community Campus was officially opened by John Swinney, Deputy First Minister for Scotland, on Friday 16 December 2016 after first opening its doors to the public on Saturday 20 February 2016.

## National Athlete Support – Angus (NASA) Programme

NASA provided support to 74 athletes over 2016-2017, from a range of 32 sports including athletics, sailing, basketball, equestrian, badminton and waterpolo. All the athletes benefit from complimentary access to ANGUSalve sport facilities for training purposes and grant aid to

*“My daughter Trudy Smith (9) benefitted from the support NASA gave her to compete for Scotland at the WUKF World Karate championships in Dublin 2016, where she won a bronze medal for Kumite (fighting). Her brother Jack is also part of the Scotland squad and competed in Dublin also. They both competed at the Irish championships where they both won gold and the travel was subsidised by NASA. The program is allowing them to compete at international level.”*

Chris, parent of NASA supported athletes



support their national training and competition commitments. In total 36 athletes received grant aid awards to a total of £6,813.84 during 2016-17. Many of the athletes represented their sport for Scotland or Great Britain at worldwide international competitions.

## Les Mills Master Class

A Les Mills Master Class was held to showcase the newly opened Forfar Community Campus on Saturday 11 March 2017. Jordan McCulloch, a Les Mills master trainer from Glasgow, instructed three programmes, BODYCOMBAT™, BODYPUMP™ and BODYBALANCE™ which were attended by a total of 77 participants.

Group exercise classes continue to form a core part of ANGUSalve's business last year with 152,292 participants attending classes across the county. In addition to running nine Les Mills programmes, the

*"This is a great opportunity to allow the students to work alongside the Development Team and gain a wider understanding of the Sports Development industry including mentoring opportunities with current coaching staff."*

Steve - Lecturer D&A College

facilities also offer a broad range of free style classes including Yoga, Metafit, Kettlebells and Aqua Zumba. A new Les Mills programme 'SPRINT™', a 30 minute high-intensity workout on an indoor bike, was also introduced to Brechin Community Campus and Saltire Sports Centre adult timetables.

### Going the Whole Hog

This was the third and final year of the Angus Environmental Trust Funded Project. This awareness raising and practical conservation project encourages schools, community groups and Angus residents to improve their grounds and gardens in favour of the declining hedgehog population.

In addition to educational talks, all participating groups received one hedgehog hibernation box, two bat boxes, spring flowering bulbs and wildflower seeds. 3,096 pupils took part from 21 primary schools. The project successfully reached all primary schools in Angus over its three year duration. Eight community groups, with additional reach to 145 children and adults, also took part.

### College Student Placement Programme

ANGUSalve's Sports Development Team, in partnership with Dundee & Angus College, created a Year 1 student work placement programme. This aimed to provide opportunities for students to gain first-hand experience of the diverse environment of Sports Development.

Through the partnership programme, two ANGUSalve Development Officers delivered a CV writing and interview skills workshop; the full Development team presented an outline of their role, key areas of work and the opportunities for the students. The students, with support from Dundee & Angus College staff, prepared a cover letter and CV. Each student was interviewed by a small panel of Development Officers and subsequently offered placements. Throughout this process, students were given feedback to help develop these key skills.

The placements included; assisting with the delivery of coaching programmes and festivals as well as assisting with organisation of the ANGUSalve Sports Awards 2016. All students were involved in administration and preparation for various tasks with Development Officers. The placements gave the students a real insight into sports development, as well as key skills to prepare for work after their course.

### Brechin Flood Defence Scheme

Following a heavy flood in 2015, Angus Council took measures to create a flood defence for the river South Esk. As part of this planning, the Countryside Adventure team provided quotes and delivered the contract for the Environmental Enhancement Measures for this site over three extensive zones. Work during 2016/2017 included providing advice on species of wildflower meadow and native tree, a cutting and mowing regime, landscape planning and maintenance recommendations. The team also provided wildlife information for information boards at areas within the scheme and liaised with landowners to put up 160 bat/bird boxes and two barn owl boxes on their land. As part of the project, the team gave talks about the project to seven local schools, encouraging pupils to get involved by holding workshops and constructing the bird/ bat boxes.



*"The presentation managed to keep their attention and they were immediately thinking of ways to make improvements. They listened intently and remembered the facts of the impenetrable ball, as the hedgehog rolled up to protect it."*  
Woodlands Primary School





### Encouraging Children to Work Together Outdoors

From January to March 2017, our Outdoor Education Team delivered nine sessions at Northmuir PS to a targeted group of P1 pupils including walking downhill on mountain bike trails, enabling participants to help each other down steep sections and abseiling. In addition, a programme of woodland outdoor learning activities was delivered to a group from Burnside PS. These included shelter building, fire lighting, outdoor cooking and building and racing model boats. Aberlemno and Glamis Primary Schools were part of a similar project, this time making lemonade-bottle canoes which the pupils then built and paddled over Monikie Reservoir. These programmes were developed to achieve Curriculum for Excellence learning outcomes.



### Video Active

Chair-based activity classes are now beamed directly from local sports centres to care homes, through the joint partnership of Angus Health and Social Care Partnership and ANGUSalive. The programme uses video conferencing technology to 'beam' seated physical activity classes from ANGUSalive's Webster's Sports Centre to St David's Care Home in Forfar initially as part of a trial to enable more people to stay active for as long as possible. As part of the BE ACTIVE live well programme Video Active classes are also held at Saltire Sports Centre with Kirriehub and Montrose Sports Centre with South Grange Care Home. ANGUSalive also offers seated exercise classes at Webster's Sports Centre and also Arbroath Sports Centre, Brechin and Forfar Community Campuses, Carnoutie Sports Centre, Montrose Sports Centre, Saltire Sports Centre. The BE ACTIVE live well programme supports long term conditions and around 10 - 15 people attend each class weekly. Video Active received funding awarded from Scottish Government Technology Enabled Care Programme.

*"Abseiling was an excellent session, I really liked the fact that everyone had to wait and take turns to complete the activity. They were also able to see their own technical skills improve."\**

*"We've seen a huge increase in levels of confidence in all the children."\**

*"Outdoor Education activities have become more meaningful for participants because of an improvement in the partnership working between the OE team and the ASN team."\**  
Additional Support Needs Team,  
Angus Council

*"Staff noticed a difference in social skills and confidence."\**

*\*Northmuir Primary School*

*"The bottle canoe project has been a wonderful experience for the pupils taking part. Being able to paddle a canoe that they have built themselves has given them a real sense of achievement."\**

*"Enjoy the social aspect of the class. Good to meet new people."*

*"Class has made a big difference to my flexibility and strength."*





### Long-Term Conditions (LTC) Programme

The LTC project is overseen by the Angus Activity Programme for People with Long Term Conditions in partnership with ANGUSalive and the Social Care Partnership. There are 45 classes per week on our BE ACTIVE LIVE WELL programme ranging from seated exercise, gym, aqua and circuit classes. All are led by one of our ten instructors qualified to deliver classes for people living with long term conditions. During the period April 2016 to March 2017, 26,839 people attended LTC classes across Angus.



### Angus Select Programme (Rugby)

Working with Montrose Academy and Angus Active Schools from September to November 2016, ANGUSalive's Development Officer for Rugby, Stewart Ross, delivered 32 curricular rugby sessions to Montrose Academy S1/S2 pupils. The sessions provided Continual Professional Development for teachers, increased participation and created effective pathways into sport.

Pupils were able to join the school team and play in the Angus Schools league. The competition was financially supported by Scottish Rugby who funded 80% of travel costs, enabling a pathway to club rugby and lifelong participation. Many of the school players subsequently progressed to join Montrose RFC where they received further coaching from highly qualified coaches strengthening the possibility of life-long participation.

*"To increase the number of teams we have playing each weekend it's vital we have a strong connection with the Academy. To see new players come down to the club from one of the school programs is very positive."*  
Caroline, Coach Coordinator at Montrose Rugby Club



BE ACTIVE...  
live well





Case Study  
 Improve outcomes through effective partnerships at local, regional and national levels

# New horizons - community use

Sport & Leisure

## A new competing space for one of our clubs:

The new campus facilities have provided many individuals and clubs with an improved training area and the opportunity to progress in bigger events. Forfar Falcons now host their own club galas at the campus including the Midlands District League galas. The introduction of electronic timing also enables swimmers, parents and coaches to see a real-time view of their swimming times.

Lesley, secretary for Forfar Amateur Swimming Club and their team Forfar Falcons describes just how the move to the campus has helped in the development of the swimming club.



*The fantastic 25 metre, 6 lane pool, all the competing swimmers in the club have grown in confidence as there are now no barriers for them mentally in terms of training and getting used to the special awareness of a larger pool which is of particular importance for swimming in galas such as Midlands District, where a 25 metre club pool is the norm, so it's fantastic that they are now training in the correct size of competition pool.*

*Thanks to the car parking and large spacious reception area with café, more parents now stay to watch and socialise with other parents enjoying a coffee, with time to read their newspaper and a catch up before, during and after club sessions. For the Club, the ultimate benefit of moving to the Forfar Community Campus has been more visibility of our Club to the community as with our activities happening all in one facility, parents and children who have never seen a swimming club environment before are now able to see kids swimming and coaches teaching/coaching and all enjoying their club experiences.*

*"All the club swimmers, coaches and committee to feel very proud of our new facility."*  
 Lesley, secretary for Forfar Amateur Swimming Club



"It's exactly what the town needed."

"The facilities are first-class."

### Forfar Community Campus

The second development of this kind (Brechin Community Campus opened for business on Monday 22 February 2016) is providing enhanced community leisure facilities, community spaces for adult and youth learning and activities in Forfar.

The campus is home to Forfar Academy, (replacing their previous building at Taylor Street), ANGUSalive (a replacement for Lochside Leisure Centre and Forfar Swimming Pool), Angus Council's Communities Team as well as the wider community. The £35 million project took two years to complete and opened for use by the public on Monday 20 February 2017.

There are specific areas in the campus for use by community groups and for sports activities. The majority of areas are available if required and can be timetabled to suit the needs of multiple users.

The level of access to the community will vary with the school year, with more facilities available outwith school hours and term times. There are community café facilities which are open throughout the year.

"The collaboration of the school, ANGUSalive and community learning has been really encouraging."

"It's great to see the community come together in one building."



### Forfar Community Campus facilities

ANGUSalive provides more bookable space, onsite swimming lessons and has expanded timetable programmes for both junior and adult classes as part of the new Campus offering.



Double main games hall  
Gymnasium  
2 studios  
Squash court  
50 station fitness suite



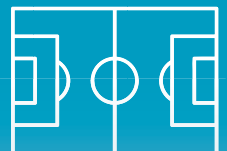
25m 6 lane swimming pool  
13x7m studio pool with moveable depth floor  
Sauna & steam room



Crèche  
Café - operated by Madisons of Montrose



Theatre  
Various meeting rooms



2 grass  
7 a side pitches  
1 grass  
11 a side pitch  
Floodlit synthetic grass  
11 a side pitch  
Floodlit MUGA (Multi Use Games Area) pitch which includes 3 tennis courts

# Engage and communicate openly

Ensure the Trust's services listen to our users and respond to their views.

## Communications strategy

To meet the strategic aim we firstly devised a communication strategy to help us communicate better with both internal and external groups.



## Launched in July

### NEW LEADERSHIP UPDATES ESTABLISHED

- New six-monthly meetings were established to introduce regular opportunities for leaders across the organisation to come together in order to improve cross team communications and to discuss key business challenges and successes also to make decisions on areas to develop in the next year

### DROP IN SESSIONS INTRODUCED

- To encourage open exchange of information, please see page 42

### COMMUNICATIONS POLICY & FRAMEWORK

- Established guidelines and templates to assist our teams with PR in order to broaden our media coverage

## Compliments and complaints

We created a system to document and demonstrate our customer care statistics and show how we drive customer service excellence.



## A recording system was established in July

### 306 compliments received

- 41% of compliments related to the helpfulness of staff
- 59% of customer feedback complimented ANGUSalve facilities, events and activities

### 44 complaints received

- 16% of complaints relating to the treatment or attitude of staff
- 57% of complaints upheld
- 70% resolved within 5 working days

# How We Stack Up

All figures presented are for the period 1 April 2016 - 31 March 2017.

## BUSINESS MANAGEMENT & DEVELOPMENT



### CUSTOMER CARE

Compliments	306
Complaints	44
Sports centres customer satisfaction average score	8.37



### INFORMATION GOVERNANCE

Freedom of Information requests	7
Data Protection breaches	0
Environmental Information requests	1
Access to personal information requests	2
Responded to within 20 day timescale	All



### SAFETY, HEALTH & WELLBEING:

Incidents reportable to HSE	0
Incidents reportable under RIDDOR	0
% days lost to sickness absence	4%

## SOCIAL MEDIA

\*NB Facebook likes are captured until 31 March 2017 and Total Reach (organic or paid where applicable) is an average for this period. Reach is the number of people served by any activity from the pages, including generated posts, posts to the page by other people - page like ads, mentions and check-ins.



### ANGUSalve Facebook: established in August 2016

To profile ANGUSalve for cross-service promotion of the charity's five service areas

Total Facebook Likes	841
Reach Organic	867
Reach Paid	235



### Libraries

Total Facebook Likes	1,450
Reach Organic	777



### Sport & Leisure

Total Facebook Likes	4,292
Reach Organic	1,643
Reach Paid	125



### Museums & Galleries

Total Facebook Likes	1,260
Reach Organic	1,336
Reach Paid	24



### Countryside Adventure

Total Facebook Likes	1,362
Reach Organic	545



### Archives

Total Facebook Likes	878
Reach Organic	297



### Theatre & Venues

Total Facebook Likes	1,254
Reach Organic	456
Reach Paid	97

# Libraries



**361,016**  
Visitors



**60,472**

ACCESS  
Enquiries

**276,155**



Items  
borrowed



**36,516**

Peoples'  
Network  
sessions

**37,588**

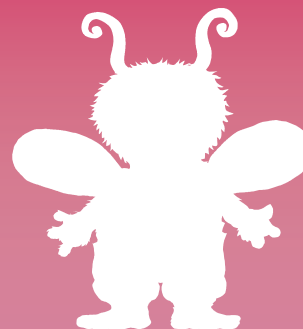
Attendances at  
Library activities



**3,152**  
Guest Wi-Fi  
sessions



**9,401**  
E-resource  
Loans



**10,707**

Bookbug  
attendances

**800**  
Sessions

# Museums, Galleries & Archives



**48,163**  
Visitors

**8,631**



Collection  
records  
reviewed

**7,415**

Attendances at  
museum, galleries  
and archive activities



**6,880**



Collection and  
research enquiries

**79**



Exhibitions held

**1,367**

Production of  
records for  
consultation



# SPORT & LEISURE

## Sports Development



74

Athlete support -  
number of NASA\*  
participants

\*National Athlete Support Awards



76

Club support -  
number of ACE\*\*  
accredited clubs

\*\*Angus Club Excellence



4

49

Clubs affiliated  
to a Community  
Sport Hub

Established Community Sport Hubs

## Sports Centres

1,520,696

Sport centres attendances



**bactive**

9,493 bACTIVE  
memberships

3,565 bACTIVE  
sales



**PUBLIC OPENING**

Saturday 20  
February 2017  
Public opening

**Forfar Community Campus**



# Webster Memorial Theatre & Venues

**39,375**

Webster Theatre attendances



**367**

Performances, conferences and events at The Webster Memorial Theatre

**109,521**

Town Hall attendances



**8,056**

People attended last year's pantomime Sinbad



# Countryside Adventure

**13,248**

Visitors to Festive Fun Weekends in 2016



**737,196**

Attendances



Outdoor Education

Attendances **1,264**

Sessions **326**

# Recognise the value of our employees

ANGUSalive will value and develop staff and promote a culture of empowerment.

## Employee Drop-ins

ANGUSalive is committed to changing the culture of the organisation and all employees were invited to come along to an informal drop in with the Chief Executive and members of the senior leadership team during November 2016. These sessions provided an opportunity to meet the leadership team and each other, share experiences and ideas, discover the progress of ANGUSalive as a charitable trust since Tuesday 1 December 2015, understand the ANGUSalive mission, vision and strategic aims and give some people the chance to look around a facility they maybe had not visited before. Over 90 employees participated in this new initiative.

## Opportunity Workshops

We want more of the team to be involved in shaping our future so Opportunity Workshops were arranged in February 2017.

All services and all levels were represented by the 80 employees who came together to identify opportunities and potential areas for change to help shape the future of ANGUSalive. Employees were invited to identify new opportunities to work, interact and deliver differently across all areas of the organisation and encouraged to think creatively about the options available.

The workshops were full of energy and supported open discussions which generated ideas across ten categories for consideration. Over 75% of the ideas are grouped under efficiency, income generation, technology and process improvement. They also provided attendees with important networking and team development opportunities during the interactive sessions with colleagues in cross service groups. Feedback on the workshops from employees was very positive.

## People Development – LEAN Training and World Host Training

In parallel with and to complement the opportunity workshops, a new personal development opportunity was made available to six employees from across all services and from different levels in the organisation. These employees undertook their Yellow Belt qualification in LEAN management technique to create the ANGUSalive Lean Taskforce in March 2017 to support special projects.

The training built the capacity and capability for these employees to embrace change and continuous improvement for example how to redesign processes so they are streamlined, reduce rework and manage the cost of quality and service delivery. The new skills of the team will be used to help embed a

culture of change and contribute to the delivery of organisational transformation.

In August 2016, WorldHost customer service training was provided to our teams to support the delivery of excellent customer service, 85 frontline employees completed this globally recognised certification.

## Risk Assessment and Incident Management Training

It is essential our team have the necessary training to perform their role in the organisation. This is particularly important with regards to safety, health and wellbeing to ensure our customers and employees are protected when they use our facilities and participate in our activities or events. A new training programme was delivered to all employees identified to have risk assessment and/or incident management responsibilities to refresh their skills and knowledge in this competency. 84 employees attended the training in August 2016.

## Modern Apprenticeship

ANGUSalive recognises the contribution it can make to develop the workforce. We therefore participated in a scheme run by Fitness Training Scotland to allow



candidates access to a variety of courses to work towards a qualification in their place of work. Site visits were arranged with the tutors to review candidates at each stage of work and the result was 6 candidates completing the L2 Modern Apprenticeship with ANGUSalive in Instructing Exercise and Fitness which included YMCA Gym Instructor Qualification.

**Lifeguard Qualification**

We renewed our Royal Life Saving Society UK (RLSS) Approved Training Centre (ATC) status for another year. ATC status certifies that our lifeguards are all trained in the UK's premier lifeguard qualification and our pools are all licenced to deliver the RLSS National Pool Lifeguard Qualification (NPLQ). All wet-side ANGUSalive Leisure Attendants were trained in the new protocols, 145 employees are now trained to National Lifeguard Pool Qualifications (NPLQ) standard.

**Organisational Development - Museums & Galleries Team**

In April 2016 the first Museums & Galleries team workshop saw the entire staff group, from Museum Assistants to ANGUSalive's Chief Executive, come together for a day to talk about plans for the future development of the

service. This demonstrated a changed dynamic as it was the first occasion the whole team had met, everyone at all levels was encouraged to share their ideas and actions were taken to support all employees to attend.

A forward plan with assigned actions was developed from the contributions made by the team on this day. It is a living document which will allow the service to identify and focus on areas of work for change and improvement. The new working relationships which started to be built during the workshop have also been important in helping to improve collaboration and develop a more integrated team across the service.

**A Charitable Organisation**

In March 2017 we asked all ANGUSalive employees to share their suggestions for the charities that we should support in the next financial year (2017/18), to begin a collective approach to charitable fundraising. The only requirement was that charities must be Office of the Scottish Charity Regulator (OSCR) registered as identified by an SCO number. The team's response to the employee survey identified the local and national charity events we would support in 2017/18.

**NATIONAL CHARITY EVENTS:**  
**Macmillan Coffee Morning**  
**Christmas Jumper Day**  
**Children in Need**

**LOCAL CHARITY EVENTS:**

**Cash for Kids**

Supporting the charity's Super Hero Day and Mission Christmas, which included Christmas Jumper Day.

**We will now carry out this survey on an annual basis.**



*"The course was really good, we were able to study and work at the same time."*

*"Contact time with the tutors was really useful."*

*"The candidates applied themselves very positively towards the course to get the most out of it."*



We're supporting  
**BBC**  
**Children in Need**



## Case Study

### Recognise the value of our employees

# New horizons - our people

## Sport & Leisure

**An opportunity for a facilities manager to take on a temporary project management role and for the team enjoy developing a new skill to respond to a change in working environment.**

### Secondment Opportunities

We look for employee secondment opportunities across our culture, sport and leisure teams which can provide **personal development** and help our people to acquire new skills.

As part of the Forfar Community Campus **project**, ANGUSalive facilities manager Mark Nisbet moved into a **project manager** role for six months to oversee ANGUSalive's transition from two sites, Lochside

Leisure Centre and Forfar Swimming Pool, to a single combined facility for use by the community and school.

Mark took responsibility for all aspects of the ANGUSalive move to the purpose built Community Campus from early October 2016, until the opening of the Campus in February 2017. His responsibilities included managing the Sports Centre fit out, provision of IT and systems, agreeing staffing arrangements, completion of employee training and being the single point of contact for liaison with all other parties.

The temporary secondment enabled Mark to **focus** on delivering the campus on time and efficiently without distraction as he based himself at head office during the project.

It also gave duty managers an opportunity to take on **increased responsibility**, to develop new skills and to gain new experiences as they managed Lochside Leisure Centre and Forfar Swimming Pool with support from colleagues in other sites in Mark's absence.

Making these changes ensured smooth continuity of service for our customers at existing facilities and provided **confidence** we would achieve the completion deadline for the new facility by having one of the team **dedicated** to managing this flagship project.

### In Focus

Mark describes how being in a project role enabled him to focus on the delivery of the activities and tasks for the new Forfar Community Campus.

*“I have really enjoyed taking on the role of project managing the new campus – it let me develop new skills and focus on making the campus the very best it could be from day one. It's also been really encouraging to see how all the staff have pulled together and worked so hard to get things in place. The co-operation between ANGUSalive, school staff and communities has been excellent.”*





As part of Mark's delivery, a preview weekend was run on Saturday 18 and Sunday 19 February to tour and familiarise customers with the new site. Over the two days the welcoming team, comprising of ANGUSalive Campus staff, staff from other facilities and senior management, toured over 1,200 people. Over the first seven days 278 bACTIVE memberships were sold and extra tours were provided to introduce an additional 200 customers to our newest **flagship facility**.

In addition, the Forfar Community Campus project provided the team with an opportunities to acquire a **new skill** and develop in their roles in response to a different working environment.

### New Beginnings

A long serving employee describes her feelings of adjusting to the new spaces at Forfar Community Campus. Pamela Stewart, a staff Member for 24 years at Lochside Leisure Centre describes how she was anxious prior to the move but also now very much **excited** by her new work surroundings:



*“Having worked in a dry site - no swimming pool! - I had never thought about being a lifeguard and how training and becoming one would feel. However I thoroughly enjoyed doing my National Pool Lifeguard Qualification and was helped by having a good trainer assessor who helped me greatly with understanding the knowledge of the job. We've now been in the campus for 9 months and it's been such a fresh start and a change of scenery for the better – it almost feels like a new job!”*

The rest of the team also had some great comments on their new workplace:

*“The facilities are a huge benefit to the community of Forfar and a massive step forward. It will hopefully become a hub for the sporting community.” - Gillian Keay*

*“This place is great!” - Ryan Nicoll*

*“I'm looking forward to working with the school on a day to day basis whilst also getting top events from around the country coming to the facility.” - Owen Allan*



# Promote use of our spaces as community hubs

We aim to offer community venues from which to deliver activities and resources which support inclusion, empowerment, lifelong learning, skills development and literacy.

Across ANGUSalive we have a number of facilities and sites which we actively encourage our community and the communities therein to use. A number of activities have helped developed usage.

## Delivery of Community Learning Activities

Our libraries continued to host a diverse range of community activities. Local authority community workers deliver group and 1-2-1 learning sessions for literacy, English as a Second Language and job clubs from a dedicated space, 'The Learning Shop', in Arbroath Library. These teams are also shared users of our galleries and IT Learning Centres in Carnoustie Library and Montrose Library for delivery of learning activities in these communities. The programme of capital works scheduled for 2017 to 2019 will create or improve gallery and activity spaces in five ANGUSalive libraries as part of the wider works to create modern, flexible community spaces.

## Community Gallery Space

The community gallery space in Arbroath Library is booked regularly for exhibitions of works from local art societies, photograph groups, local high schools and amateur artist. This

popular gallery provides amateur artists with the opportunity to have their work hung in a dedicated and accessible space to allow friends, family and the community to view, enjoy and purchase their work.

## Community Sport Hubs (CSHs)

*Bringing local communities together through a sporting chance!*



Community Sport Hubs are a Lottery-funded project through sportscotland which enables a sustainable and community-led approach to club development.

ANGUSalive's Sports Development Team has a commitment to developing sport and physical activity throughout Angus and have adopted the sportscotland Community Sport Hubs initiative, as part of the Scottish Government's Glasgow 2014 Legacy Plan.

## The aims of Community Sport Hubs in Angus are:

- Support a range of sporting opportunities to the community
- Promote community engagement and leadership
- Provide training and education opportunities
- Deliver an integrated approach led by local partners and clubs
- Develop self-sustainable sports clubs and organisations
- Achieve improved facility access for local people and sports clubs

The Development Officer for Community Sport Hubs, Scott Nicoll, set up the first Angus CSH in Arbroath in 2013. We now also have CSHs in Brechin, Kirriemuir and Montrose bringing the total to four with 49 affiliated clubs. CSH events are free to attend with some burghs accessing local funding to cover items such as holiday programmes. In addition a lot of the CSHs now organise their own events and activities often making use of many of the ANGUSalive facilities:

## Arbroath Young Sports Hub

Launched in January this Hub was made up of 12 pupils from Arbroath West Cluster. The children worked

*"Listening to other kids ideas which you don't get to do at school and go in depth about the barriers in community sport."  
Pupil from Timmergreens*

through a 12 week programme looking at the clubs involved with Arbroath

CSH, the barriers to children taking part in community sport and the solutions to these barriers to allow more children to take part in sport and become healthy and active. The children also looked at different ways of promoting the sports and the sessions on offer from the clubs. The children had the opportunity to lead some sessions which helped develop them as leaders within the school and community. The sessions ran after school on a Friday and always included a sporting activity which the children chose. We are now looking at ways to further develop this initiative in 2017-18.

### **Brechin Community Sports Hub**

We ran an October holiday programme from funding received from the local Your Budget Your Choice (YBYC) participatory budgeting initiative. The sessions ran for two weeks and comprised of football, rugby, cycling, swimming and bowling. These activities were run by the local club coaches and were aimed at getting more P4 to P7 aged children active and taking part in sport. The programme was free

so it was accessible for all. Bowling, cycling and swimming were very successful. Children attending cycling undertook a GO Mountain Bike award which gives them basic competency riding on trails. They held a finale at Brechin Community Campus with games in the swimming pool and then fun sporting challenges.

### **Montrose Community Sports Hub**

From Tuesday 23 August to Tuesday 27 September 2016 the hub ran an extra-curricular sports programme for P4 to P7 aged children. This programme was run at the specific home venue of each club and was aimed at breaking down the barriers to attending community sport at club venues and getting less confident children more active by attending a session not directly related to a club session. The sessions were sailing, netball, rugby, golf, football and athletics. The programme was successful with 10 to 15 children attending each session, most of whom the clubs had not seen previously.

### **Community Events**

The Scottish Rural Parliament brought together 350 people from across rural Scotland to discuss the issues of greatest importance to rural communities From Thursday 6 - Saturday 8 October 2016 at Brechin Community Campus. The group booked out the campus which enabled them to have general assembly and break out session areas as well as social, catering and exhibition spaces. ANGUSalive staff exhibited at the event, provided a leisure pass offer and were also on hand to help with any queries. The event was a great success with The Food Life, Angus, supporting the Saturday programme of events by bringing along their smoothie maker bike and catering unit, selling only great Angus-made produce. As part of the visit, the Rural Parliament also took a trip to Brechin Town House Museum during their Brechin City Walkabout Tour where they discovered more about the history of the town and the museum, receiving a short presentation from Museum Officer Gill Tough, before heading to Monikie Country Park to learn from us the challenges and benefits of hosting an outdoor event.



*"Our hub decided to hold free extra-curricular sessions aimed at children that were not active or already involved in sport - over a period of 5/6 weeks, each Tuesday one club would run a session after school for 1 hour. The sessions were really well attended and the feedback for coaches, participants and members was fantastic!"  
Lee-Ann Montrose & District Athletics Club*

## Case Study

Promote use of our spaces as community hubs

# Community expressive arts

## Theatre & Venues

**L**earning in the world of expressive arts can be inspiring, challenging and empowering for all groups and individuals across society. ANGUSalive also wishes to inspire creative lifestyle choices and help support the important role the arts play in enabling and developing creative talent and artistic skills in our communities.

Every August, ART Moves make use of various spaces at The Webster Memorial Theatre to practice and then perform a play of their choice. Members of ART Moves, (registered

charity S03430B) provide services to people with disabilities or health problems. They use our theatre space to encourage participation in a range of art activities and cultural events to enable community involvement so as to improve their conditions of life and thus meet their charitable objectives. The group use the assembly hall for one continuous week and then they move into the auditorium for another week finishing with a show on the Friday. They also hire the assembly hall for extra rehearsals on four additional Sundays prior to their performance.



"The members of ART MOVES have learning disabilities and are delighted to participate in drama workshops culminating in a well-attended performance which is held in the Webster Theatre every August. The ANGUSalive staff are so helpful, approachable and support the members very well indeed. Participating in the arts clearly benefits the members and this is shown on stage when it is clear that their confidence has grown. Thank you to everyone at the Webster Theatre!"  
Sandra, board member, ART MOVES

ART moves





# PARTICIPATE

## Participate Art Group

Throughout the year the art group, **Participate** use the theatre's studio. **Participate** is a social enterprise developing and delivering participatory art projects with charities and community groups.

**Participate** has been running since 2002 and is led by a qualified arts worker and is supported by Angus Health and Social Care Partnership staff and volunteers. The sessions are aimed at adults with a learning disability who have an interest in the visual arts and who wish to take the opportunity to develop this in a dedicated arts environment with the support of professional artists.

The Participate Art Group meet in the Studio at The Webster Memorial Theatre every Thursday morning from 10am-12pm. They make use of the space every week and produce some wonderful material. This is achieved through **community involvement** and gives the group themselves a fantastic sense of achievement.

**Participate** also hold a couple of exhibitions throughout the year using our assembly hall and often hold an annual Christmas event. A number of the artists have displayed their work in exhibitions **locally, nationally** and **internationally**. The Art Group has also held very popular exhibitions in Arbroath Library, Montrose Museum and the Meffan Museum & Art Gallery in Forfar.


*"The studio is a great environment to work in. All the staff at the theatre are helpful, considerate and approachable and show a genuine interest in the work that the group produce."*

*Margaret  
Social Care Officer*

*"I liked finishing my picture off with oil pastels, it made the picture more colourful and it stood out. It was good to mix paints just using primary colours and black and white."*

*Maria, Artist*





# Ensure strong, transparent governance and demonstrate community benefit

We 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.

To achieve our ambition of becoming an even stronger enthusiastic, customer-focussed, forward-looking organisation equipped for the future, we will ensure we have the right people driving our business. Our people will demonstrate a commitment to delivering our vision for the people of Angus and understand the need to continuously monitor and report our financial performance, allowing us to put every penny back in to the services we deliver. We also work closely with local and national partners, in collaborative planning and delivery as well as sponsorship, to improve outcomes for Angus. You will see a selection of ANGUSalve partners on pages 56-57.

## **Board Structure**

The Board of Directors meet, on average, every eight weeks throughout the year with the Chief Executive and Senior Management to consider the business of the charity.

## **Recruitment, Induction and Training of Directors**

New Directors are recruited and appointed according to vacancies on the Board. Induction information is provided to all new Directors and on-going training and development is available to all existing Directors as required.

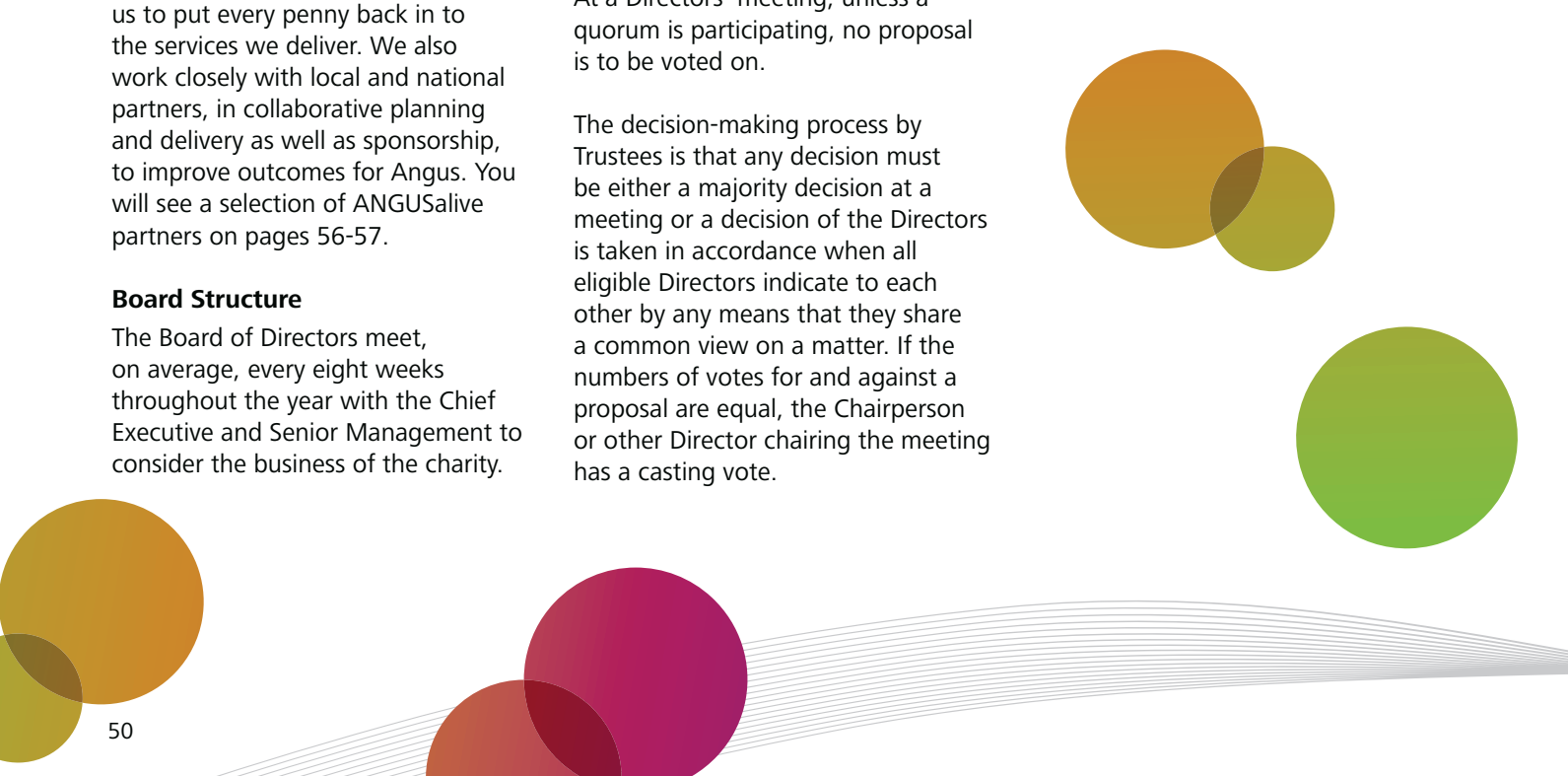
## **Decision Making Process**

At a Directors' meeting, unless a quorum is participating, no proposal is to be voted on.

The decision-making process by Trustees is that any decision must be either a majority decision at a meeting or a decision of the Directors is taken in accordance when all eligible Directors indicate to each other by any means that they share a common view on a matter. If the numbers of votes for and against a proposal are equal, the Chairperson or other Director chairing the meeting has a casting vote.

## **Demonstrating**

Community benefit has been documented in the body of this report. The preceding pages will highlight the three key items which help us to demonstrate a strong transparent governance:

- Financial review of the year
  - ANGUSalve business units
  - Some of our partners
- 

# Board of Directors



**Mr Kenneth Fraser**  
Independent Director (Chair)



**Mrs Hannah Whaley**  
Independent Director (Vice-Chair)



**Mr Kenneth McKay**  
Independent Director



**Mr David Moore**  
Independent Director



**Ms Sandra Ross**  
Independent Director



**Colin Brown**  
Council Director



**David Cheape**  
Council Director



**Braden Davy**  
Council Director



**Bill Duff**  
Council Director

# Financial review of the year

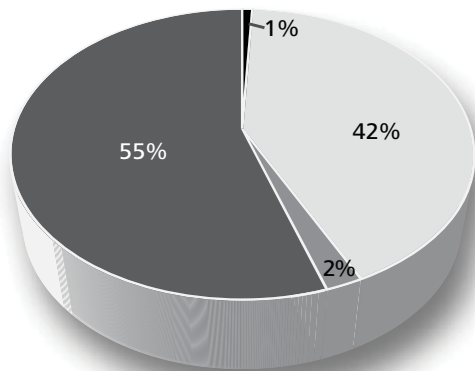
The Trust's surplus (before actuarial adjustments) for the period ending 31 March 2017 was £397,000.

Once the actuarial adjustments are taken in to account, the deficit position for the period was (£249,000).

The results of the charity's financial performance described on this page and on the opposite page are arrived at from the charity's three business units as described on pages 54-55.

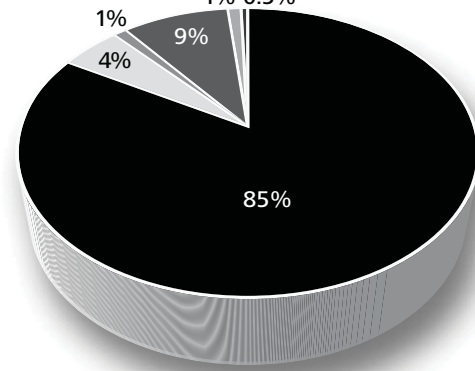
	2016/17 Actual ANGUSalve Charity £'000	2016/17 Actual ANGUSalve Trading £'000	Total ANGUSalve £'000
Management Fee	3,531	0	3,531
ACCESS Fee	0	834	834
Grants & Contributions	178	0	178
Sales, Fees & Charges	4,698	133	4,831
Other Incomes	94	40	134
<b>TOTAL INCOME</b>	<b>8,501</b>	<b>1,007</b>	<b>9,508</b>
Staff Costs	7,780	352	8,132
Property Costs	381	137	518
Transport Costs	119	0	119
Supplies & Services	764	86	850
Third Party Payments	109	0	109
Other Expenditure	29	0	29
<b>TOTAL EXPENDITURE</b>	<b>9,182</b>	<b>575</b>	<b>9,757</b>
<b>Net Surplus/ (Deficit)</b>	<b>(681)</b>	<b>432</b>	<b>(249)</b>
Source: 16/17 Audited Annual Accounts (after pension adjustments).			
Our full company report is available online as lodged with Companies House and OSCR.			

ANGUSalve Income - Charity



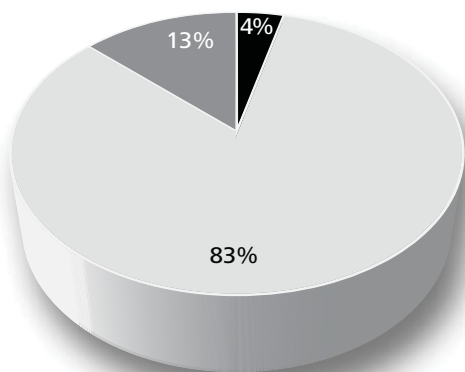
- Sales, Fees & Charges
- Management Fee
- Other Incomes
- Grants & Contributions

ANGUSalve Expenditure - Charity



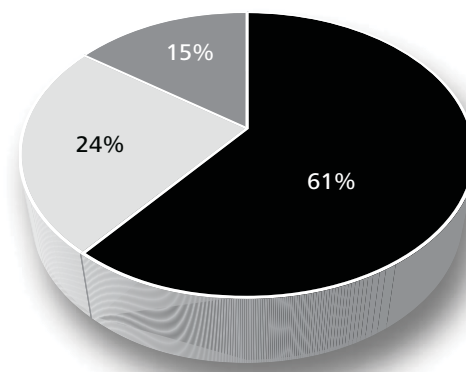
- Staff Costs
- Transport Costs
- Third Party Payments
- Property Costs
- Supplies & Services
- Other Expenditure

ANGUSalve Income - Trading



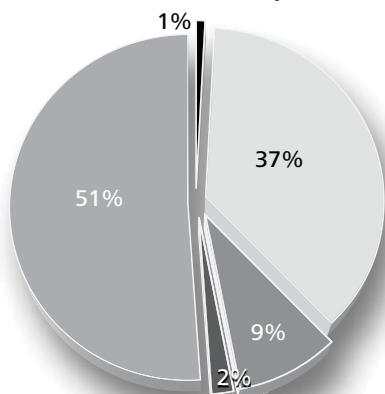
- ACCESS Fee
- Other Incomes
- Sales, Fees & Charges

ANGUSalve Expenditure - Trading



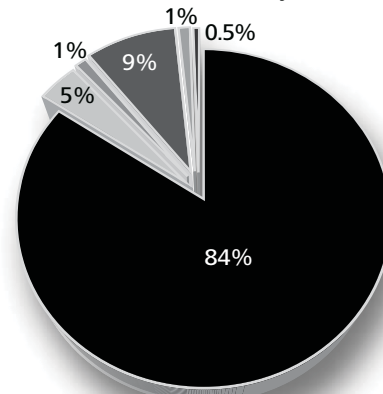
- Staff Costs
- Property Costs
- Supplies & Services

Total ANGUSalve Charity and Trading - Income



- Sales, Fees & Charges
- Management Fee
- Grants & Contributions
- Other Incomes
- ACCESS Fee

Total ANGUSalve Charity and Trading - Expenditure



- Staff Costs
- Transport Costs
- Third Party Payments
- Property Costs
- Supplies & Services
- Other Expenditure

# ANGUSalive business units

The charity has three business units and their services are as follows:

## 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. This unit manages all of the service level agreements for the support services and contracts that the charity has with third party providers.

**Sport & Leisure** - this is area is responsible for Sport and Leisure, Countryside Adventure and Theatre and Venues.

ANGUSalive operates seven sports centres, two high-school pools, five country parks and provides an outdoor education programme. The charity also manages five halls and venues across Angus and an art & performance theatre in Arbroath and also our community campus theatres.

Sport & Leisure, Theatre & Venues and Countryside Adventure generate income through our bACTIVE sports membership scheme and pay-as-go (bACTIVE LITE), Theatre & Venues events and bookings and activities held within our Countryside Adventure parks.

ANGUSalive bACTIVE sports membership holders are able to access all of our sports centres under their membership and can book up to seven days in advance for classes. A timetable of regular clubs and activities is on offer for our junior programme, which includes swimming and gymnastics and our adult programme offers group exercise classes including Zumba and many Les Mills classes. Some 260 classes are held each week in ANGUSalive centres across the county.

bACTIVE members also enjoy the following benefits:

- Free car parking at Crombie and Monikie Country Parks
- Free watersports hire at Monikie Country Park
- Discounted personal training sessions
- Discounted one-to-one swimming lessons
- Discounted holiday camps and promotional offers for activities and events

The Countryside Adventure team offers a programme of regular activities in our country parks and the Angus Glens including Young Naturalists, Branching Out projects and watersports courses.

Our Outdoor Education Programme works with schools across Angus to provide a broad range of term-time activities both onsite at the country parks and in the surrounding areas.



The Webster Memorial Theatre (WMT) has a programme of events – anything from country, folk, comedy and pop music concerts to mediums and of course the ...oh yes they do... annual panto. Our portfolio of venues includes the Reid Hall in Forfar, which hosts the annual ANGUSalve Sports Awards, as well as the theatres in our two community campuses and Kirriemuir Town Hall, which acts as base camp for our annual Angus Glens Walking Festival.

**Libraries, Customer & Culture** - this area is responsible for Libraries, Museums, Galleries & Archives, and the provision of Angus Council's face-to-face customer contact service.

ANGUSalve offers a range of traditional and innovative library services through its network of seven full-time burgh libraries, two mobile library vehicles, a home delivery service and an extensive outreach programme.

ANGUSalve library members can select from a stock collection of over 210,000 items that includes fiction, non-fiction, local history and reference material for all ages in print, digital and e-resource formats. Each library also offers residents and visitors access to the People's Network computers for internet, email, online learning and Microsoft Office software as well as free guest Wi-Fi for customers with their own devices.

A programme of regular clubs and activities is designed to engage people with reading, literacy, culture and each other. Special events and promotions throughout the



year tap in to local and national literary initiatives.

Museums, Galleries & Archives and Libraries generate income through book sales, photocopying, activity charges, training, refreshments, hire of facilities, souvenirs, photosales, genealogy research and also receive commission from exhibition sales.

Visitors to Angus and residents enjoy a varied programme of temporary and permanent exhibitions, talks and activities in the five full-time museums managed by ANGUSalve. We are also responsible for the management of one seasonal museum and one volunteer-staffed museum.

A well-received programme of fine and contemporary art exhibitions is held at the nationally recognised gallery at The Meffan Museum & Art Gallery in Forfar, with satellite exhibitions in a number of other ANGUSalve gallery spaces. Community art exhibitions also remain popular in our exhibition spaces across ANGUSalve.

ANGUSalve cares for the museum object-based and fine art collections of Angus Council for the people of Angus. Our museum collections include archaeology, social history artefacts, natural

history, geology and ethnography. All the items in our collections have local significance and many have national significance. The fine art collection encompasses over 4,000 paintings, watercolours, drawings and sculptures. We are actively enriching both collections, through generous donations, Treasure Trove items and purchases, with objects and art works that contribute to the collections' historical yet dynamic development.

ANGUSalve manages Angus Archives, caring for historical documents and primary source material relating to Angus. Located in a beautiful rural setting, at the Hunter Library, Restenneth by Forfar. Angus Archives is a treasure trove of 800 years of the history of Angus and its people. Our collections cover Arbroath, Brechin, Carnoustie, Forfar, Kirriemuir, Montrose, Monifieth and many rural area of Angus. Angus Archives collects, preserves and makes available the written and photographic heritage of Angus.



# Some of our partners



Brechin High School



Treasure Trove







Chartered Institute of  
Library and Information  
Professionals



FORBES OF KINGENNIE  
COUNTRY RESORT



ALBA | CHRUTHACHAIL



POLICE SCOTLAND



DUNDEE & ANGUS  
CHAMBER OF COMMERCE

## **Alison Henderson** **CEO, Dundee & Angus Chamber of Commerce**

I am delighted to extend my congratulations to ANGUSalive for a successful full year of operations in the heart of the community in Angus. Having a dedicated leisure, sport and culture trust means that local people are well connected to their community resources.

As a Chamber member, ANGUSalive have been engaged with us as a business organisation, and have been involved in lots of our events and networking too. Their staff have been able to tap into many of the traditional networking events as well as some of the non-traditional, fun and functional events that we offer.

We're proud to be able to support by offering training and mentoring services that can be accessed by all of ANGUSalive, and to enable the organisation to be more business minded as an organisation: learning whilst networking and building partnerships as we go.

ANGUSalive has created a strong leisure, sport and culture trust which is an active and engaging part of everyday life in Angus.

Dundee & Angus Chamber of Commerce represents nearly 600 organisations and is a community of ambitious and engaged business & community leaders who connect,

inspire each other and work together to grow their respective businesses, employing more people.

We work hard to help provide members with the business connections and opportunities they need to flourish. We represent our members' views and use our collective voice to influence opinion makers. Chamber members have a real say in how our organisation is run.


We are passionate about Dundee and Angus and promote it as a world class destination, helping the local business community to thrive.

We are proud to have ANGUSalive included in our network and to support them achieving their goals.



## Our Mission

**W**ith 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**.





**Become a member - join us at**

[www.angusalive.scot/libraries](http://www.angusalive.scot/libraries) and [www.angusalive.scot/sportsmember](http://www.angusalive.scot/sportsmember)

**Make a donation - use gift aid or corporation tax relief**

[enquiries@angusalive.scot](mailto:enquiries@angusalive.scot) | 01307 473880

**Become a corporate partner or sponsor our awards and exhibitions**

[marketing@angusalive.scot](mailto:marketing@angusalive.scot) | 01307 473855

ANGUSalive | Head Office | St Margaret's House | Orchardbank Business Park | Forfar | DD8 1WS  
[enquiries@angusalive.scot](mailto:enquiries@angusalive.scot) | [www.angusalive.scot](http://www.angusalive.scot) | 01307473880



ANGUSalive is a company limited by guarantee registered in Scotland No. SC499155 and is a registered Scottish charity No. SC046133.  
VAT registered No. 221208657. Registered office: Angus House, Orchardbank Business Park, Forfar. DD8 1AN.

All details correct at time of print January 2018

