

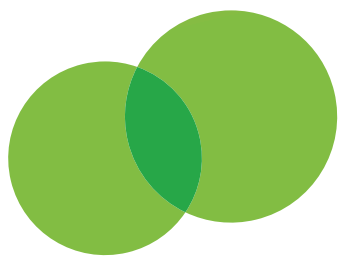
HEALTHY | ACTIVE | CREATIVE

ANGUSalive

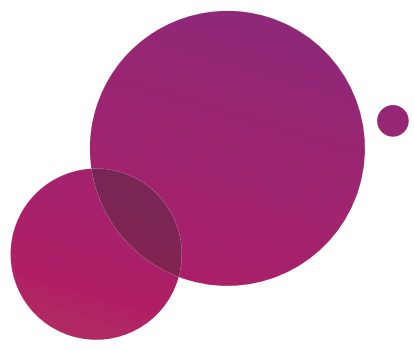
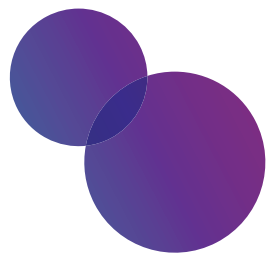
Annual Report

1 April 2018 - 31 March 2019





HEALTHY | ACTIVE | CREATIVE







Contents

About Us

| | |
|---|----|
| Chairperson’s introduction | 5 |
| Who we are..... | 6 |
| Foreword by the Chief Executive..... | 9 |
| Meeting our charitable objectives and demonstrating community benefit | 10 |
| Achievements in our third year of operation | |
| • Deliver best value and create investment opportunities | 12 |
| • Champion the positive benefits of our services | 14 |
| • Encourage participation for all | 18 |
| • Promote a culture of diversity and equality | 24 |
| Our year at a glance | |
| Achievements in our third year of operation - continued | |
| • Improve outcomes through effective partnerships at local, regional and national levels | 30 |
| • Engage and communicate openly | 34 |
| • Recognise the value of our employees | 38 |
| • Promote use of our spaces as community hubs | 42 |
| • Ensure strong, transparent governance and demonstrate community benefit | 46 |
| Partner Focus | 52 |
| Our Mission..... | 53 |
| Support Us..... | 54 |

Case Studies

| | |
|---|----|
| How Good is our Public Library Service? | 16 |
| Volunteering For All..... | 22 |
| Disability and Inclusion | 26 |
| WW1 Remembrance Project | 32 |
| Empowering our Employees | 40 |
| New edition of Montrose Library | 44 |



Chairperson's introduction



Kenneth Fraser | Chairperson

I'm pleased to present ANGUSalive's annual report for 2018-19, it's another great showcase of the trust's hard work and commitment to deliver the very best services to residents and visitors.

The trust, which is an independent charitable organisation established in December 2015, has continued to drive forward plans to deliver a wide range of high quality culture, sport and leisure services.

ANGUSalive's vision since its establishment is changing lives to inspire healthy, active and creative lifestyle choices and this report shows that it has been another exciting year. You will read examples of our achievements, either through our own innovations and developments or through the successful partnership working in which ANGUSalive has a strong track record.

First up, I'm delighted to share the news that all five of ANGUSalive's museums were awarded full Accreditation status following a review by Museums Galleries Scotland, the Accreditation Scheme assessor for museums in Scotland.

Furthermore, we are extremely proud our libraries were graded Level 5 by the quality improvement framework for public libraries in Scotland, How Good is Our Public Library Service (HGIOPLS). The Level 5 grading given by HGIOPLS indicated "Major strengths, a high standard of provision with examples of good practice to share".

As part of our commitment to developing sport and physical activity throughout Angus, we have adopted the sportscotland Community Sport Hub (CSH) initiative. Our Sports Development Team now supports a total of six Community Sport Hubs based in Arbroath, Brechin, Kirriemuir, Montrose and Monifieth along with our newest addition in Forfar, which opened in October 2018.

We also continue to make a key contribution to promoting and making available lifelong learning opportunities which also result in making a social and economic contribution to society. You'll read many throughout this report but a key one for me is the work we did in partnership with Voluntary Action Angus in hosting a series of events across the county to celebrate and give thanks for the fantastic contribution made by volunteers as part of National Volunteers' Week.

Improvements continue to support investment in our employees and facilities. In partnership with Scottish Disability Sport, 15 ANGUSalive frontline employees completed disability inclusion training in January 2019. In September 2018 we proudly reopened the refurbished Montrose Library offering a flexible community and learning space, sympathetically refurbished whilst enhancing it for generations to come to enjoy.

I'm pleased to see a strong performance across a number of areas, notably with leisure centre attendance reaching almost 1.5 million. In addition we also had almost 45,000 visitors to our museums, galleries and archives and around 360,000 visitors to our libraries. In countryside adventure there were over 765,000 visitors to our country parks including 5,157 visitors on the festive fun weekends. The Webster Memorial Theatre has continued to expand its programme with 66 shows during 2018/19.

Some of the highlights mentioned here and all the achievements within this report is a testament to the hard work across our teams, providing opportunities for everyone to connect with the richness of activity available in Angus.

Finally I would like to say thank you to all our employees, the Board of Directors, and strategic partners for their dedication and commitment during the last financial year. I would also like to thank the many visitors to our venues for their continued support and loyalty.

Who we are

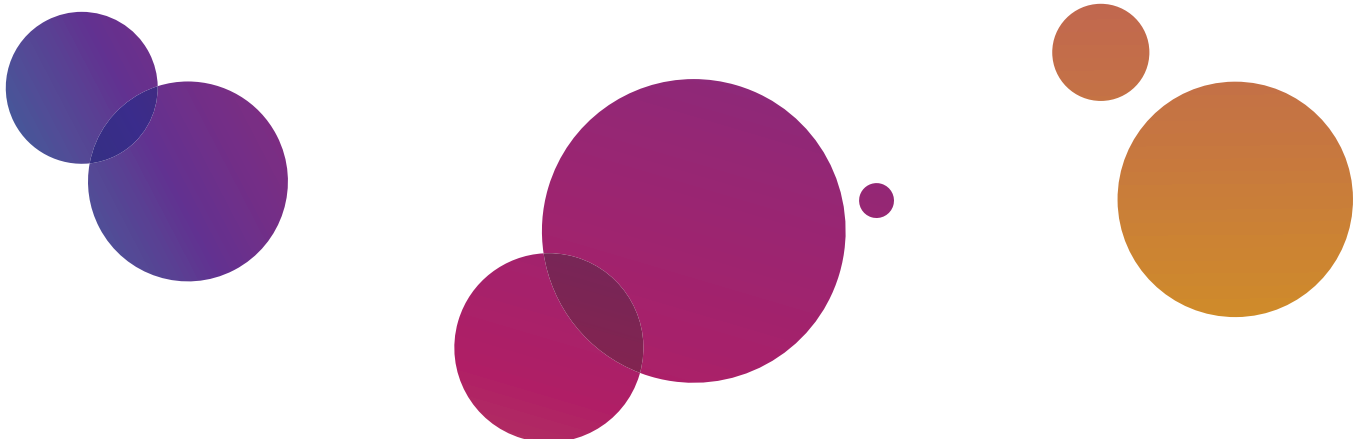
The charity ANGUSalive is the culture, sport and leisure trust for the county of Angus and offers residents and visitors to Angus a variety of services which are 'changing lives by inspiring healthy, active and creative lifestyle choices' through our sports centres, country parks, theatres and venues, museums, galleries, archives and libraries. As a not-for-profit company, every penny is reinvested back into the communities we serve.

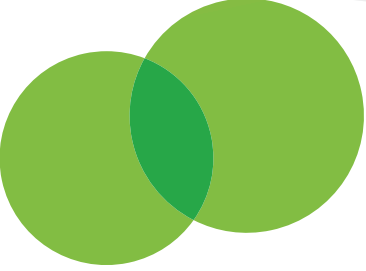
We have five service areas which form our culture, sport and leisure charity:

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

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

ANGUSalive's core establishment as of 31 March 2019 was 300 employees who together with supply staff and volunteers; 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

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

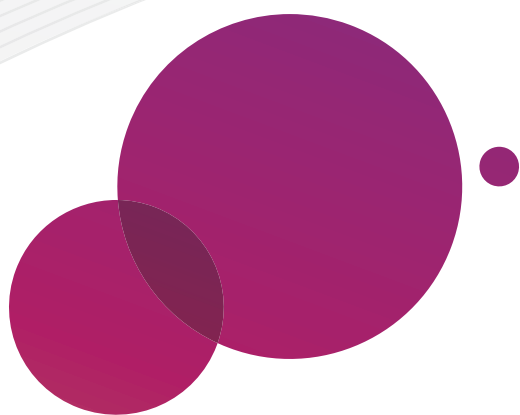
We also support volunteers at the Inglis Memorial Library Visitor Centre.

Sport & Leisure

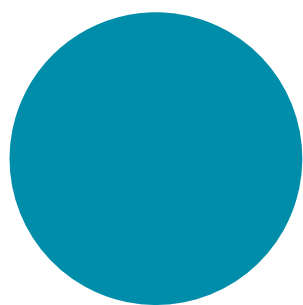
- Arbroath Sports Centre
- Brechin Community Campus
- Carnoustie Sports Centre
- Forfar Community Campus
- Montrose Sports Centre
- Saltire Sports Centre, Arbroath
- Webster's Sports Centre, Kirriemuir
- High School Pools, Monifieth and Carnoustie

Offices

- Head Office, Forfar



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



Foreword

Kirsty Hunter | Chief Executive



Welcome to our annual report for 2018/19. It's great to reflect on all the fantastic work undertaken by our employees and volunteers over the past year. I want to say a big thank you to them in helping us continue to encourage Angus residents and visitors to be healthy, active and creative through engaging with our activities and events.

We also continue to be dedicated to delivering the community planning priorities of reducing child poverty, improving mental health and well-being, and improving accessibility and connectivity as a member of the Angus Community Planning Partnership.

In order to ensure we are a charity that is fit for the future, we will be completing our organisational review next year. This will include the transition to an operations team dedicated to delivering the highest quality customer experience and a programming team responsible for developing and delivering exciting, innovative and highly engaging programmes to encourage participation across Angus.

Our close working relationship with partners, existing and new, continues to be a key objective to access expertise and funding to help us provide positive customer experiences across our broad service portfolio. Great examples have included the second-round of funding from Forestry Commission Scotland for the Branching Out for Positive Mental Health project in our country parks; working with various partners including Poppy Scotland and the University of Dundee to bring a wonderful WW1 remembrance project within our museums; and our work with Macmillan Cancer Support to deliver our Move More programme to encourage people living with and beyond cancer to be active.

In addition to this, we will continue to make improvements to the services we offer and the way we deliver them. Next year we're introducing self-service check-out and check-in solutions across our libraries, improving the customer journey and supporting our aim to provide self-service options. The customer journey for our bACTIVE members will also be enhanced with the launch of online class bookings, putting our members in direct control.

Our facilities will continue to receive capital and revenue investment with significant capital projects delivered through support from local and national partners in future years. We are also planning to make an annual investment in equipment and IT through a ring-fenced Recreation Renewal and Repair Fund which we contribute to every year to ensure this programme can be maintained.

Further enhancements will include the introduction of Mobile Library Community Hubs through a successful bid to Angus LEADER European Rural Development Programme and match funding from Angus Council, and development of the lighthouse keepers' cottages at the Signal Tower Museum into attractive permanent and temporary exhibition areas, part-funded by NE Scotland Fisheries Local Action Group, Museums Galleries Scotland and Arbroath Common Good Fund.

It's clear to see the immense contribution and effort across our team that goes into successfully delivering such a rich programme of activities and events. I'd like to add my thanks to the Board of Directors for their support, commitment and strong governance of the charity.

It's true that charities like ours, where every penny we receive is reinvested back into our services, is operating in an increasingly challenging environment. However we are determined to continue to generate income for reinvestment, diversify our funding streams and adopt new ways of working – in order to keep these important culture, sport and leisure services available for communities to enjoy today and in the future.

Meeting our charitable objectives and demonstrating community benefit

The charitable objects of ANGUSalve 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, ANGUSalve has identified the following strategic aims for the charity:

ANGUSalve Strategic Aims

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

DEMONSTRATING COMMUNITY BENEFIT

With such a comprehensive offering it is impossible to include everything we do across the charity within our review of the year. This report provides an overview of ANGUSalve’s activities during 2018/19, building on the information contained in our reports from previous years, and demonstrates some of the key benefits delivered to our communities.

Community planning provides a focus for partnership working to improve local services, ensuring they meet the needs of local people, especially for those people who need those services most.

As an active member of the Angus Community Planning Partnership, ANGUSalve contributes to community planning priorities and local outcomes as outlined in their Outcomes Framework below. This is based on the five national strategic objectives, three cross-cutting themes of economy, people and place and nine local outcomes.

| National Objectives | Wealthier & Fairer | Smarter | Healthier | Safer & Stronger | Greener |
|--------------------------|--|---------|-----------|------------------|---------|
| Our Vision | Angus is a great place to live, work and visit | | | | |
| Our Priorities | Reducing Child poverty Improving mental health and well-being Improving accessibility and connectivity | | | | |
| Our Cross-Cutting Themes | Economy | | People | Place | |
| Our Local Outcomes | | | | | |

At the core are three priorities for 2017-20:

- **Reducing child poverty**
Eradicate child poverty in Angus by 2030 with activities grouped around three drivers of poverty - income from employment, cost of living and income from social security benefits and benefits in kind.
- **Improving mental health and well-being**
People in Angus can get the right help at the right time, expect recovery and fully enjoy their rights, free from discrimination and stigma.
- **Improving accessibility and connectivity**
The rural nature of Angus presents challenges both in terms of the digital and physical access which if supported will help to reduce inequalities across the whole area.

The table opposite illustrates how our facilities and activities contribute to ANGUSalve’s strategic aims, the community planning priorities and local outcomes.

| ANGUSalve Strategic Aim | ANGUSalve Activity | Economy | | People | | Place | | | | | |
|---------------------------------|---|------------------------|--|-------------------------------------|-------------------------------------|-------------------------------------|--|---|--|---|----------------------------|
| | | Priority | Local Outcome | Priority | Local Outcome | Priority | Local Outcome | | | | |
| | | Reducing Child Poverty | Inclusive & Sustainable Economy Skilled & Adaptable Workforce | Attractive Employment Opportunities | Improving Mental Health & Wellbeing | The Best Start in Life for Children | More Opportunities for People to Achieve Success | Improved Physical, Mental & Emotional Health & Well-Being | Improving Accessibility & Connectivity | Safe, Secure, Vibrant & Sustainable Communities | A Reduced Carbon Footprint |
| Annual Report Highlights | | | | | | | | | | | |
| 2 | Organisational Review - Business Support & Opening Hours | | ✓ | ✓ | ✓ | | | | | | |
| 2 | Museum Accreditation | | ✓ | ✓ | ✓ | | | | | | ✓ |
| 2 | Venue Investment - Arbroath Sports Centre | | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| 2 | Webster Memorial Theatre Programme | ✓ | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| 3 | Angus Glens Walking Festival | | ✓ | | ✓ | | | ✓ | | | ✓ |
| 3 | Festive Fun | | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| 3 | How Good is our Public Library Service | | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| 3 | Cataloguing of the Lyell Costume Collection | | ✓ | | | | | ✓ | ✓ | ✓ | |
| 4 | Mischief in The Meffan & Scavenger Hunt | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ | |
| 4 | Webster's High School Wee Red Toon Ghost Walk | | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| 4 | Webster Memorial Theatre Pantomime | ✓ | ✓ | | ✓ | | | ✓ | | ✓ | |
| 4 | Goldrush - bACTIVE Membership Promotion | | ✓ | | ✓ | | | ✓ | | | |
| 4 | Sports Awards | ✓ | | | ✓ | | | ✓ | ✓ | ✓ | |
| 4 | Community Sport Hubs - Arbroath, Montrose & Brechin | | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| 5 | Disability Inclusion Training | | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| 5 | Branching Out for Positive Mental Health | | ✓ | ✓ | ✓ | | | ✓ | | | ✓ |
| 5 | Sisters are Doing it for Themselves - Pioneering Women Exhibition | | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| 5 | Volunteering - Crombie Country Park | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ |
| 6 | Developing the Young Workforce (DYW) Event | | ✓ | ✓ | ✓ | | | | | ✓ | |
| 6 | NASA (National Athlete Support Angus) | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| 6 | Creative Player' Football Programme | | ✓ | ✓ | | | | ✓ | ✓ | ✓ | |
| 6 | Move More ANGUSalve | | | | ✓ | | | ✓ | ✓ | ✓ | |
| 6 | Lifeguard and First Aid Training | ✓ | | ✓ | | | | | | ✓ | |
| 7 | Customer Feedback | | ✓ | ✓ | | | | | | | |
| 7 | Trip Advisor - Customer Service Excellence | | ✓ | ✓ | ✓ | | | | | | |
| 8 | Violence & Aggression Training | | ✓ | ✓ | | | | | | ✓ | |
| 8 | Manual Handling Training & Support | | ✓ | ✓ | | | | | | ✓ | |
| 8 | Recognition of Volunteers | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | |
| 9 | Integrated Library and Customer Services - Forfar | | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| 9 | Venue Usage | | ✓ | | | | | ✓ | ✓ | ✓ | |
| 9 | New Edition of Montrose Library | ✓ | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| 9 | Macmillan Cancer Support | | | | ✓ | | | ✓ | ✓ | ✓ | |

| ANGUSalve Strategic Aim | ANGUSalve Activity | Economy | | People | | Place | | | | | |
|--|---|------------------------|--|-------------------------------------|-------------------------------------|-------------------------------------|--|---|--|---|----------------------------|
| | | Priority | Local Outcome | Priority | Local Outcome | Priority | Local Outcome | | | | |
| | | Reducing Child Poverty | Inclusive & Sustainable Economy Skilled & Adaptable Workforce | Attractive Employment Opportunities | Improving Mental Health & Wellbeing | The Best Start in Life for Children | More Opportunities for People to Achieve Success | Improved Physical, Mental & Emotional Health & Well-Being | Improving Accessibility & Connectivity | Safe, Secure, Vibrant & Sustainable Communities | A Reduced Carbon Footprint |
| ANGUSalve Facilities and Regular Activities | | | | | | | | | | | |
| 4 | Holiday Activities | ✓ | | | | | | | | | |
| 4 | Volunteering | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | |
| Countryside Adventure | | | | | | | | | | | |
| 4 | Country Parks | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Countryside led Activities | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Environmental Education | | ✓ | ✓ | | ✓ | | | ✓ | ✓ | ✓ |
| 4 | Outdoor Education Activities | | ✓ | ✓ | | ✓ | | | ✓ | | ✓ |
| Libraries | | | | | | | | | | | |
| 9 | Libraries Visitors | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Library led Activities | ✓ | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 9 | ACCESS Enquiries | ✓ | | | | | | | ✓ | ✓ | ✓ |
| 4 | Items Borrowed | | | | ✓ | | | | ✓ | ✓ | ✓ |
| 9 | Peoples' Network Sessions | ✓ | ✓ | | | | | | ✓ | ✓ | ✓ |
| 9 | Guest Wi-Fi Sessions | | | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Bookbug Sessions | ✓ | ✓ | | ✓ | ✓ | | | ✓ | ✓ | ✓ |
| 9 | Downloads – e-resources | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Home/Mobile Delivery Service | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| Museums, Galleries & Archives | | | | | | | | | | | |
| 4 | Museum, Galleries & Archives Visitors | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Museum, Galleries & Archive led Activities | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Collection and Research | | ✓ | | | | | | ✓ | ✓ | ✓ |
| 4 | Museum & Galleries Exhibitions | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| Sport & Leisure | | | | | | | | | | | |
| 4 | Sports Centres Attendances | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | bACTIVE Memberships | ✓ | ✓ | | ✓ | | | | ✓ | | |
| 4 | Learn To Swim Programme | ✓ | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Athlete support (NASA) | ✓ | ✓ | | ✓ | | | ✓ | ✓ | ✓ | ✓ |
| 4 | Club Support | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Community Sport Hubs | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Football Development | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 4 | Coach Education | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 5 | 1:1 Coach Support | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| 5 | Buddy Scheme | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| Webster Memorial Theatre & Venues | | | | | | | | | | | |
| 4 | Performances, Conferences & Events at the Webster Theatre | ✓ | ✓ | | ✓ | | | | | ✓ | ✓ |
| 4 | Venue Hire | | ✓ | | | | | | | ✓ | ✓ |

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.

BEST VALUE

Organisational Review

In April 2017 the ANGUSalive Board of Directors approved a full organisational review as part of a wider strategy to deliver our vision of 'changing lives by inspiring healthy, active and creative lifestyle choices'.

Service review teams and operational reviews were established for phase one of the organisational review to be implemented during 2018 and 2019. Phase 1.1 implemented during 2018 included the Business Support Functions review and changes to opening hours.

The Business Support Functions review resulted in the creation of customer advisor roles across our sports centres, Webster Memorial Theatre box office and countryside adventure on 1 November 2018. This replaced the reception, box office assistant and senior clerical officer roles. A centralised team of business support assistants working across the charity was also established at head office.

Opening hours were considered as an integral component of the organisational review to deliver a more tailored service to our customers and efficient use of our staff resource. Given the linkages to the Business Support Functions review, changes to sports centres and Webster Memorial Theatre box office opening hours were

implemented on 1 November 2018. New employee structures, staffing levels and rotas were implemented to support these revised opening hours and new ways of working.

Mechanisms for engaging with employees have been developed such as regular employee bulletins, a list of frequently asked questions and interview workshops. Regularly scheduled Employee Forum meetings enhance communication between management and employees. A steering group which includes trade union representation meets six weekly to oversee the organisational review and reports are submitted to the Board of Directors on a regular basis.

Venue Investment - Arbroath Sports Centre

In January 2019 a new Queenax Functional Training Rig was installed at Arbroath Sports Centre to enhance our customer offering.





12 employees from Arbroath Sports Centre, Forfar Community Campus and Montrose Sports Centre received training in February 2019 so they can support independent customer use and provide group classes. The addition of the Queenax Functional Training Rig offers users a total body workout in a totally different way from other equipment that the gym currently has. Arbroath Sports Centre classes started in March 2019 initially on a Friday morning and on a Saturday with 50% and 90% capacity respectively.

Museum Accreditation

In July 2018 all five of ANGUSalive's museums were awarded full Accreditation status following a review by Museums Galleries Scotland, the Accreditation Scheme assessor for museums in Scotland.

Arbroath's Signal Tower Museum, Brechin Town House Museum, Kirriemuir Gateway to the Glens Museum, Meffan Museum & Art Gallery, Forfar and Montrose Museum were all assessed by the scheme, which sets national standards for museums.

To achieve the quality standard, ANGUSalive's museums had to meet a set of demanding requirements in the areas of governance and management, collections care and museum documentation as well as demonstrating a high standard of

information and services on offer together with accessible facilities for visitors to the museums.

The Museums Accreditation Scheme celebrated its thirtieth anniversary in 2018 and has come to be regarded as one of the most innovative and effective developments in the museum sector. It is also a source of inspiration for similar schemes overseas.

Jenny Youngson, quality assurance manager at Museums Galleries Scotland (MGS), said: *"As the managers of the Accreditation Scheme in Scotland, MGS is pleased to see such a strong standard being maintained in ANGUSalive's museums. We hope this stamp of approval will encourage locals and visitors to discover the amazing facilities and collections on their doorsteps in Angus."*

John Johnston, Collections Officer, ANGUSalive said: *"As a charity, having all five of our museums accredited gives us access to specialist funding support from Museums Galleries Scotland, which is crucial to both the development and performance of our collection, museums and exhibitions. This achievement also demonstrates the high standards of museum practice in all of our ANGUSalive museums."*

In addition to the performances booked by the Theatre, community groups hosting theatrical productions complement a varied and exciting programme, further engaging the local community, the people of Angus and beyond.



Webster Memorial Theatre Programme

The Webster Memorial Theatre has continued to expand its programme with 66 shows during 2018/19. The variety of performances has been refined with acts including high profile musicians such as the Red Hot Chilli Pipers, dancers including Giovanni Pernice from Strictly Come Dancing alongside the best of musical tribute acts and comedians such as Vampires Rock and Larry Dean.





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.

Across ANGUSalive there is a wide range of facilities, activities and events on offer for the local community and visitors to the area to enjoy and benefit from. During 2018/19 there were almost 45,000 visitors to our museums, galleries and archives with 77 temporary exhibitions held to showcase further items from the collection and to complement the permanent displays in our five museums. In addition, various activities including talks, workshops and walks were held across these venues throughout the year attracting 3,312 attendances.

We had some 360,000 visitors to our libraries resulting in 241,344 items borrowed and 41,106 Peoples' Network sessions. In relation to accessing the online resources available to our library members such as books and magazines there were 25,402 downloads. A total of 785 Bookbug sessions were available

across all seven of our libraries with over 20,000 children participating. For other library led activities, such as coding clubs, reading group and talks, 37,212 people attended.

In countryside adventure there were over 765,000 visitors to our country parks including 5,157 visitors on the festive fun weekends which proved ever popular. In addition, there were 6,665 outdoor activity, 6,630 environmental education and 1,710 outdoor education attendances.

Visits to our sports centres reached almost 1.5 million in 2018/19 including attendances at fitness classes, swimming, sports hall activities, birthday parties, gyms and health suites. The number of bACTIVE memberships at 31 March 2019 was 8,067.

ANGUSalive has adopted the sportscotland Community Sport Hubs initiative. We have established six Community Sport Hubs in Angus with a total of 53 clubs now affiliated to a hub. As part of our community support we operate the Angus Club Excellence (ACE) Award which is a club accreditation scheme, allowing the public to recognise a safe, effective and child-friendly club environment. There are 73 ACE accredited clubs across 22 sports ranging from athletics to sailing.

Our Webster Memorial Theatre held 372 performances over the year totalling 38,789 attendances of which our Aladdin pantomime attracted an audience of 7,834.

Angus Glens Walking Festival

The Angus Glens Walking Festival was held from Thursday 31 May to Sunday 3 June 2018. Over the four days there were 20 walks run by Mountain Leaders and supported by our Countryside Rangers. Walkers were guided largely on paths and tracks throughout the Angus Glens and along coastal paths. This included four walks on the ever popular Jocks Road, a former Drovers route, and seven Munros in Angus were also ascended.

The festival has continued to enhance its programme, taking into consideration varying walking abilities and experiences to create new opportunities for all to take part. The numbers of spaces allocated for each walk were also revised and resulted in a more intimate experience for the walkers and leaders alike.

The Angus Glens Walking Festival has been running for 16 years with the 2018 festival having the best attendance figures to date. 16 out of the 20 walks were fully booked with 264 participants attending the festival overall and 94% of all festival tickets sold. As well as its excellent walking opportunities the festival promoted Angus as a destination for outdoor adventure and encouraged walkers



and their travelling companions to use local facilities and businesses resulting in benefits to the wider local community.

Festive Fun

Throughout November and December 2018 a number of Festive Fun activities took place at Monikie Country Park. 461 visitors explored the park as part of the three new festive trails organised for all ages and abilities. The Christmas workshops were still one of the best attended events with 514 visitors creating their own unique handicrafts to take home. The ever popular Santa and Grinch grottos attracted 1,734 visits. Festive stalls were located in the marquee selling various local crafts and goodies.

The reindeer workshops and themed walk proved to be very popular additions to the festive fun programme. The reindeer workshops were held in November with 197 participants and a bespoke themed walk was introduced for the first time. Local group Bespoked performed an interactive Christmas Carol. This attracted 92 visitors to the park, encouraging participants to join in the Christmas story in an open air venue.



How Good is our Public Library Service?

In January 2019 ANGUSalve Libraries submitted a "Learners Experience" self-assessment report to the Scottish Library and Information Council. On 21 February 2019 a team of three Peer Assessors visited Angus to speak to staff, partners and learners to assess the libraries' impact on individual learners and the community as a whole to confirm the self-assessment grading.

See case study on page 16.

Cataloguing of the Lyell Costume Collection

A fascinating costume collection donated to the Angus Museums Collection was researched, conserved, photographed and catalogued by ANGUSalve staff at the Gateway to the Glens Museum during May to October 2018. This large collection, which included 145 items of clothing and accessories belonging to Lady Sophie Mary Lyell (1916 - 2012), was kindly gifted by the Gifford family of



Kinnordy House in December 2017. The objects which reflect fashion over the last 80 decades were in very good condition despite the sensitive nature of the textiles.

The collections work undertaken meant that all 145 objects are now accessible on the collections database for use in future research and exhibitions. New links were forged with the community and professionals from Eton College Museums and Galleries (research) and Aberdeen University (Museum Studies Student Volunteered). Our museum employees learned new skills and best practice for cataloguing, photographing and storing costumes, all reinforcing the reputation of ANGUSalve as a museum service able to care for such important objects.



CASE STUDY

Champion the positive benefits of our services

How Good is our Public Library Service?

Libraries



Scottish Library & Information Council

The quality improvement framework for public libraries in Scotland, How Good is Our Public Library Service (HGIOPLS), was commissioned by the Scottish Library and Information Council (SLIC) to help library managers and staff demonstrate the quality of service provision and the impact they have on communities. Taking into account the changing environment in which public libraries currently operate the focus is on planning, service delivery and continuous improvement.

HGIOPLS uses five Quality Indicators (QIs) as a means of self-evaluation:

- QI 1: Access to Information
- QI 2: Readers' Experience
- QI 3: Learning Culture
- QI 4: Individual & Community Engagement
- QI 5: Vision, Strategy & Continuous Improvement

During 2018 ANGUSalve Libraries undertook the self-assessment unit "How good is our Library Service" - Quality Indicator 3 - "Learning Culture".

A substantial report and supportive evidence was submitted to the Scottish Library and Information Council in January 2019. This report looked at all aspects of learning throughout ANGUSalve Libraries including events and activities for both children and adults, informal learning opportunities and formal learning which leads to recognised qualifications.

A key aspect of HGIOPLS is the peer review; an effective quality-improvement mechanism widely used in many self-evaluation procedures. Reviewers act as part of the evaluation team, visiting the library service and examining the evidence. By inviting knowledgeable professionals to act as a 'critical friend', library services benefit from an informed and impartial assessment.

On 21 February 2019, three Peer Assessors, chaired by Professor Peter Reid of Robert Gordon University, visited Angus and met with staff, partners and people who have learned through ANGUSalve Libraries to experience first-hand the standard of services and confirm the report and evidence.

The self-evaluation report prepared by ANGUSalve libraries rated performance as being Level 4 (Good). However, the Peer Review Panel felt that, based on the evidence seen and the stakeholder discussions, that the service's performance in this area merited Level 5 (Very Good).

The official report from the Peer Assessors confirmed that ANGUSalve Libraries have received a level 5 for their services and for the impact they are having on the life of learners. Level 5 rates our services as having major strengths with a high standard of provision and having examples of good practice to share with colleagues in other authorities.

The Peer Review Panel noted they were particularly impressed by a very evident user-centred approach, which looks at users (individually and collectively) from every angle and which demonstrates a real inclusiveness by being conscious of, and responsive to, the needs of the community.

The Peer Review Panel commended ANGUSalve Libraries for the ethos of the service and the genuine enthusiasm of staff, the engagement with stakeholders at all levels which is excellent and was demonstrated very strongly during the peer review visit, as well as for some excellent examples of good practice which can be shared more widely across the sector and the professional community in Scotland.





Improvement areas from the self-evaluation process were reviewed and prioritised resulting in The Improvement Action Plan.

This is a valued endorsement of the service ANGUSalive is providing and the positive impact on customers using our services in both formal and informal learning situations.

Level 5 (Very Good) Indicator Levels:

- Major strengths
- A high standard of provision, examples of good practice to share
- Any weaknesses do not impact on users' experience
- Services will take opportunities to improve and strive to raise performance to excellent

HGIOPLS Final Report: February 2019 stated:

"A very strong focus on partnerships with a wide range of organisations both formally and informally which are of benefit both to service delivery and to users."

"The service has been successful in obtaining funding from a range of different sources including through corporate social responsibility funds as well as from more traditional places. These have been well-targeted and have delivered significant benefit for users."

PEER REVIEW OF ANGUS LIBRARIES

- QUALITY INDICATOR 3: LEARNING CULTURE

SLIC HOW GOOD IS OUR PUBLIC LIBRARY SERVICE?



FINAL REPORT: FEBRUARY 2019



Encourage participation for all



ANGUSalive 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.

Mischief in The Meffan & Scavenger Hunt

The theme for the Tesco Bank Summer Reading Challenge over summer 2018 was Mischief Makers, linked to comic book characters predominantly from DC Thomson publication 'The Beano' which was celebrating its 80th birthday.

ANGUSalive's Meffan Museum & Art Gallery was fortunate to gain rare access to material from DC Thomson to link with this theme; in fact we were one of only three venues to secure a loan in the Beano's 80th anniversary year. We received a number of original drawings that had featured in the Beano including some of the earliest drawings from the 1930s. We also received a generous loan from an avid collector, Glenn Taylor, of DC Thomson comic book paraphernalia which really enhanced the exhibition.

The Meffan hosted a Meet the Collector drop in session with Glenn where he brought more of his collection into the museum and this was enjoyed by the 56 visitors to the

museum that day. The Head of Beano Studios, Mike Stirling, also came and gave a talk about the Beano its history and future direction. This was enjoyed immensely by the 21 visitors that attended. Mike's enthusiasm for his job really shone through and made him such an enjoyable speaker. The exhibition ran from 7 July to 8 September 2018 with 2,320 visitors to the Meffan Museum during that time.

As part of the Summer Reading Challenge in 2018, ANGUSalive also ran a special fun Beano themed Scavenger Hunt where Dennis the Menace, Gnasher and friends invited families to take part. Lots of fun and pranks awaited the children and families in their local library, the mobile libraries, museums and sports centres. Of those who joined in with the mischief making scavenger hunt, 142 children handed in their completed quiz and were entered into a prize draw.

"it is great to see the grandchildren reading and having fun during the school holidays."
Mobile libraries customer





Webster's High School Wee Red Toon Ghost Walk

A change in timetable at Webster's High School offered an opportunity for Kirriemuir Gateway to The Glens Museum to work with drama students. The Museum Officer invited National 5 and Higher Drama students to volunteer on Friday afternoons at the museum during the autumn term with the objective of delivering a ghost walk for Halloween. 12 students met each Friday over a period of eight weeks for two hours each week to learn about the history of Kirriemuir.

They enthusiastically brought to life some of the darkest characters of the town in a ghost walk by developing their own roles based on historical characters, designing costumes and making props. Two performances took place on 31 October and 1 November 2018. A total of 57 adults and 12 children attended with the performances engaging new audiences to heritage through the live history of the Darkside of the Wee Red Toon walk.

Webster Memorial Theatre Pantomime

The Webster Memorial Theatre produced Aladdin in house for their 2018 Christmas Pantomime. Running from 7 to 24 December 2018, 7834 people attended across the performances.

The Theatre had specific school performance times with schools travelling from as far as Aberdeen to see the show. Hayshead Primary School also visited the cast during rehearsals for a day of acting, vocal warm ups and a Q&A session. The children were given a unique insight into how the pantomime was produced and how a rehearsal takes place with the actors performing a scene from the show. This school outreach activity encouraged children to follow up with creative writing pieces once back at school, taking inspiration from their visit to the Webster Memorial Theatre.

Goldrush - bACTIVE Membership Promotion

Goldrush was a one day event to promote our bACTIVE membership. The event took place on 21 June 2018, coinciding with the Summer Solstice. There was a rigorous marketing campaign including posters, digital screen animations, pop-up banners and Facebook posts as well as a billboard van touring the county of Angus. This contributed to a total of 486 appointments across all seven sports centres. The Goldrush promotion generated 503 new memberships with an additional 48 membership upgrades taking the total membership count to 8,902.



SUMMER GOLD RUSH

50% off your first 3 months!
Join us on summer solstice ONE DAY ONLY!
21 June 2018

See website for further details
www.angusalive.scot

Summer Gold Rush offer applies to new members and to upgrades for existing members

ANGUSALIVE

£31.50 Joint

£18.50 Adult

£11.25 Concession

Family from £23.50

bactive

ANGUS COMMUNITY SPORT



Sports Awards

The annual ANGUSalve Sports Awards were held on Friday 8 March 2019. The awards highlight and celebrate the achievements and success of individuals, teams and clubs across Angus throughout 2018. The nomination process for the 2018 Awards closed early January, with a fantastic 57 individuals, teams, and clubs nominated across the nine award categories. The winners and those who were highly commended were announced at a glittering ceremony in Forfar's Reid Hall on March 8 2019 in front of an audience of 240 people.

Community Sport Hub

As part of ANGUSalve's commitment to developing sport and physical activity throughout Angus, we have adopted the sportscotland Community Sport Hub (CSH) initiative.

Our Sports Development Team supports six Community Sport Hubs based in Arbroath, Brechin, Forfar, Kirriemuir, Montrose, and Monifieth. Overall there are 696 active coaches (95% of whom are voluntary) with a total of 11,113 members across clubs affiliated to the Community Sport Hubs.

Arbroath Community Sport Hub - Summer Fun Day

Arbroath CSH held their Summer Fun Day for the second year running. The day started at Hercules Den in Arbroath with Arbroath Community Sports Club (Football), Arbroath Rugby Rhinos, Angus Netball Club, Arbroath United Cricket Club and Arbroath Golf Club. This was followed by a swimming session at Arbroath Sports Centre with Arbroath St Thomas.

Ten Syrian families attended the sessions with 15 children taking part. The local communities worker had encouraged the families to come along as they were keen for the children to be involved in sports clubs in Arbroath. A total of 60 children participated on the day and discovered more information on all the clubs available in Arbroath. The Development Officer (Community Sport Hubs) is working closely with communities in Arbroath to make them aware of more opportunities and supporting them to make the transition to clubs.





Montrose Community Sport Hub - Extra Curricular

Montrose Extra Curricular clubs ran an evening of specific sports sessions at their home club venues from 21 August to 25 September 2018. 36 P4-P7 pupils attended the programme throughout the six week period. The purpose of the programme was to break down barriers and introduce children to sports clubs in a relaxed, friendly and welcoming environment. Six clubs held a session, one per week, which ranged from sailing to athletics. Two children signed up for athletics and one child signed up for golf following the conclusion of the programme.

Brechin Community Sport Hub - In-Service Day Programme

Parkview Bowling Club, Brechin Angling Club, Brechin Buccaneers Cricket Club, Brechin Boys Football Club, Brechin City Girls Football Club and Brechin Junior Rugby Club participated in the Brechin Community Sport Hub In-Service Day programme.

As well as supporting the clubs to run this event ANGUSalive delivered a fun fitness session as a warm up to kick-start the day. The CSH was also supported by Turriff's Montrose and AG Barr who provided water and fruit for the day. The Hub also worked closely with Voluntary Action Angus to help identify children who were inactive and did not engage in sport in school or the community.

Thirty children attended the day and following its success Brechin Community Sport Hub plan to run the 2019 event for two days. Other sports not available in the town but are still in close proximity will also be invited to offer the children of Brechin more sporting opportunities.



CASE STUDY

Encourage participation for all

Volunteering For All



ANGUSalve aims to promote and make available lifelong learning opportunities and through these opportunities make a social and economic contribution to society. Our engagement with volunteers makes a vital input towards this outcome.

In 2018 ANGUSalve joined with Voluntary Action Angus in hosting a series of events across the county to celebrate and give thanks for the fantastic contribution made by volunteers as part of national Volunteers' Week. The theme for 2018 was 'Volunteering for All' to highlight volunteering is for everyone.

Chief Executive of Volunteer Scotland, George Thomson said, *"Volunteers' Week is a great occasion to recognise volunteers and celebrate the difference volunteering makes to each and every community. It's also a time to reflect on how we can work together to make the offer of volunteering truly one that is open to all."*

The Volunteers' Week Roadshow (1-7 June 2018) began with a special celebration event at Signal Tower Museum where ANGUSalve volunteers were presented with a certificate in appreciation of their contribution.

ANGUSalve Chief Executive, Kirsty Hunter said: *"It was really inspiring to listen to our volunteers share their stories and enthusiasm for volunteering across ANGUSalve's country parks, museums, galleries, archives, libraries and sports centres."*

From the Signal Tower Museum the roadshow then went on to visit other ANGUSalve facilities in Montrose, Forfar, Kirriemuir, Carnoustie and Monikie Country Park.

Across the roadshow events some 80 volunteers received their certificate to recognise the vital contribution they have made.

The Volunteers' Roadshow also highlighted the opportunities available to people interested in getting involved in volunteering with ANGUSalve. Over 100 people visited to find out more about our volunteering opportunities.

Hayley Mearns, Manager of Business, Voluntary Action Angus commented: *"Earn something money can't buy... Bring life to your community, bring yourself to volunteering this June and get involved with Voluntary Action Angus and ANGUSalve!"*

As well Voluntary Action Angus ANGUSalve works with other agencies such as Angus Council, Dundee & Angus College and Penumbra, to promote the volunteering opportunities we can offer.

The ANGUSalve Volunteering Policy was also launched to our employees during Volunteers' Week to demonstrate our commitment to volunteering. It recognises the contribution made by volunteers who support and complement our services.

ANGUSalive Volunteering Opportunity

Volunteers make the difference to our charity. Ask a member of our team today!



Volunteer Management Guidelines were also produced to provide guidance for recruiting and managing volunteers resulting in a consistent approach to volunteering across the organisation which creates an enjoyable and rewarding experience for both ANGUSalive employees and volunteers.

Volunteers provide a link to our communities, help us build relationships and sometimes share fresh ideas for how we do things.

32% of adults in Angus, an estimated 31,000 people, volunteer formally through an organisation or group. Above the national average of 28% (Scottish Household Survey (2017)).

ANGUSalive takes on volunteers to support our operations on an ad-hoc basis, such as short-term specific events or programmes, or on a more regular basis. Our aim is to match volunteers to an opportunity that best suits their interests.

For example we have IT Buddies to help and support adults and children attending IT classes and drop-in sessions in our libraries as well as Library Assistants to support employees in delivering a high quality library service for ANGUSalive customers.

We also have volunteers who support us in the delivery of our Countryside services including the Tuesday Club, Wildlife Survey Volunteers and Craighill Skill Centre Volunteers all at Crombie Country Park.

As well as helping others, volunteering has been shown to improve volunteers' wellbeing, boost their confidence and can also help them to gain valuable new skills and experiences. Below are some testimonies from our volunteers.

Grant, volunteer with Angus Archives: *"Volunteering with Angus Archives allows me to make a practical contribution to the work of the archives, whilst at the same time expanding my personal knowledge of the county's history."*

Colin, Douglas and Michael, volunteers at Forfar Loch Country Park: *"Volunteering gets us outside, which we enjoy. It gives our week a structure and something to look forward to. It also helps us socialise with others."*

Darren, employee: Scottish & Southern Electricity Networks: *"We have all recovered from our day out of the office (at Crombie Country Park) thank you for having us!"*

Struan, Arbroath High School Pupil: *"Over the last five months I have volunteered at Arbroath library every Saturday for two hours, as part of my Duke of Edinburgh Award. This has been an eye opening experience and I've enjoyed learning how a library runs. It's also great to know that the work I do is helping the staff."*

Fred, Montrose Academy Pupil: *"Volunteering in Montrose Museum has been a fascinating experience - not only did it help me to achieve my Silver Duke of Edinburgh Award, I also feel like I've become an active part of the community in Montrose."*

ANGUSalive is changing lives by inspiring healthy, active and creative lifestyle choices.





Promote a culture of diversity and equality

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

Disability and Inclusion Training

In partnership with Scottish Disability Sport, ANGUSalive offered disability inclusion training for some of its front-line employees in January 2019. The fully subscribed workshop focussed on ability rather than disability, delivering good practice, effective communications and where to access further information.

15 ANGUSalive employees now have an improved understanding about how to support the inclusion of disabled people in the delivery of our services and this training will now be delivered annually.

Branching Out for Positive Mental Health

The Forestry Commission Scotland offer funding annually for this innovative programme and Crombie Country Park was successful again in their application despite a reduction in funding in Scotland overall.

As in previous years, two twelve week sessions of around three hours of activities per week in a woodland setting were provided to adults who use mental health services during 2018/19.

Sisters are Doing it for Themselves - Pioneering Women Exhibition

ANGUSalive's Signal Tower Museum wanted to acknowledge the 100 year anniversary of female suffrage in the UK and planned a programme of events running from 1 September to 31 December 2018. The programme opened on 1 September 2018 in the courtyard of Signal Tower Museum and welcomed our own Chief Executive to deliver a talk on her personal career journey and the women who inspired her.

The all-female Dundee band The Swizzle Sisters performed in the courtyard and free refreshments were available during the celebrations. This day also marked the opening of an exhibition focussing on pioneering women from Angus including Susan Carnegie, founder of the first mental asylum in the country, and Violet Jacobs, an Angus poet who kept the local dialect and Scottish vernacular alive in her poems and novels.

A series of four talks and four live history performances followed, all delivered or performed by women and concerning the stories of pioneering women from the local area. The exhibition closed with Arbroath local independent councillor, Lois Speed, delivering an honest and emotional account of her journey, the women who have inspired her and the struggles she has overcome.

Funding to pay for the live history performers and opening event refreshments was received through



a grant of £500 from the Scottish Government Vote Centenary Grant Scheme.

A nationally important anniversary marked by this ANGUSalve museum resulted in over 100 visitors to the opening and approximately 2,800 visitors to the museum exhibition over the four month period.

Bill who attended the opening event: *"Dear Staff, I would like to congratulate all those involved in the above programme which gave a strong voice to the 50% of largely forgotten people in local history and history generally. From Mhairi Ferrier beginning her engagement with historic sources to Caroline Brown a professional archivist, the talks were informative, well researched and inspiring. Ann Craig and Gillian Paterson brought outstanding Victorian women to life in an informative and memorable way and Kirsty Hunter and Lois Speed brought us up-to-date by highlighting women working for the common good in culture and local politics. This was an imaginative and varied programme that brought women's contribution to our heritage and to today's society and culture alive (pun intended!). Well done all!"*



VOLUNTEERING

Working with volunteers continues to make a positive impact for the individuals, ANGUSalve and the wider Angus community as shown through the opportunities available at Crombie Country Park outlined below.

Tuesday Club

Weekly supervised volunteer sessions take place at Crombie Country Park. During 50 weeks of 2018/19 the Tuesday Club repaired fences, removed broken equipment and helped with general estate management, amenity management and conservation management of the park. This equated to 570 attendances with volunteers contributing 1,140 hours of work in return for friendship, fun and of course some tea and biscuits.

There is great comradery and skill sharing within the group helping volunteers maintain a healthy active and social life; some volunteers have long term health conditions and this is the only social activity they take part in. Several say it has been life changing and really helpful to know they are making a positive impact on their local community.

Wildlife Survey Volunteers

A regular volunteer at Crombie Country Park, Margaret, carried out our Butterfly Transect Survey for 2018/19 and submitted the results to Butterfly Conservation. This research is essential to understand and plan for species habitat management. The Butterfly Survey took 44 hours over some 20+ visits from April to October 2018. Margaret also carried out the park's Wildflower Walk Survey.

Margaret has enjoyed this work and it has prompted her to attend training courses provided by Butterfly Conservation. Surveys can only be carried out in good weather so it ensures a nice day out but it is also Margaret's way of putting even more back into the park in return for the amount of enjoyment she gets from working with the Tuesday Group.

Craigmill Skill Centre Volunteers

Adults from the Craigmill Skill Centre volunteered at Crombie Country Park helping with fence removal, tree felling and path maintenance. Over 44 weeks of the year more than 500 hours were contributed by 338 volunteers who enjoyed their connection with the park and seeing the fruits of their labour. They also liked to learn about the park and have taken part in ranger led sessions on fungi and bird ringing.



CASE STUDY

Promote a culture of diversity and equality

Disability and Inclusion

Sport & Leisure

Para Sport Festival

The Para Sport Festival is about providing a range of opportunities for young people with a physical, visual, hearing or learning disability to try new and exciting sports and learn more about the pathways that are available in the Angus area. Furthermore, the event highlights the opportunities for young people with disabilities to achieve at the highest level and hopefully inspire them to become our stars of the future. The event is designed to allow young people to

experience a wide range of para sports delivered by our Development Officer for Disabilities, local school sports leaders and coaches from clubs within the Angus area. The activities selected are where we have strong club links so that children can continue to enjoy and develop within the sports for many years to come. The Sports Leaders from the Angus Secondary Schools are given Disability Inclusion Training prior to the event which includes a mix of theory and practical delivery to allow them to positively include the children with a disability in the festival.

The two Para Sport Festivals held during the year engaged with 102 children from the Angus area.

"The Angus Para Sport events provide a fantastic opportunity to engage with children and young people who may experience barriers to participation, and to support their inclusion in activity. It also showcases sports in which they can participate locally, which supports and promotes lifelong active lifestyles."

Andy Garnett - Angus Active Schools Lead Coordinator





Special Olympics GB Anniversary Games 2018

Stirling, Scotland

Special Olympics GB Anniversary Games

ANGUSalve were delighted to be part of the Special Olympics GB Anniversary Games, hosted by Special Olympics Scotland in Stirling from 7 to 12 August 2018.

The Anniversary Games celebrated both Special Olympics Great Britain (SOGB) 40th birthday (SOGB was founded in 1978) and also the 50th birthday of the worldwide Special Olympics global movement.

ANGUSalve supported the Anniversary Games with our Development Officer for Disabilities, Laura Smith, contributing her time to organise the event as leader of The Anniversary Games and as a member of the Special Olympics GB Board. ANGUSalve also provided in kind support towards the games graphic design work.

The Games involved 1,200 athletes and 400 coaches and officials. As well as athletes from all GB Regions, a number of European countries were invited to take part in the Games. The biggest disability event to be held in Europe in 2018.

The magnificent Opening Ceremony was held at Stirling's Forthbank Stadium, hosted by Gail Porter and Gavin Wallace.

All sports were based at the University of Stirling - other than the Golf and Indoor Bowls - and included: Athletics, Badminton, Boccia, Cycling, Football, Golf, Indoor Bowls, Netball, Swimming and Table Tennis.

A characteristic of the Special Olympics competition is the combination of fun and respect. Few, if any of the athletes compete without a glowing smile on their face, even though they take their personal and team performances very seriously, digging deep and giving their all. First place or last place, each athlete is given an opportunity to do their best in a respectful environment enriched by a warm reception from the crowd. It's sometimes easy to forget why sport matters but Special Olympics athletes remind us that it's more about how the game is played, than what the result is.

The backdrop of Stirling's magnificent Wallace Monument couldn't have been more appropriate as athletes from all over GB and Europe showcased their courage and passion.

"It is not just about the sport; it's also about bringing people together, meeting new friends and sharing their experiences. Whether they win a medal or go away with a ribbon, as long as they do their best it means the world to them. Sometimes that slight achievement is huge for them. This will also be the first opportunity for some with profound and multiple disabilities to take part, who otherwise struggle to travel due to care needs. It's everything for them to be part of these games and their families are over the moon that they're being included."

Laura Smith, ANGUSalve Development Officer for Disabilities



Our year at a glance

ANGUSalive was successful in its application to the Forestry Commission Scotland for Branching Out for Positive Mental Health funding allowing this programme of activities in Crombie Country park to continue for a further year

Brechin Photographic Society, whose annual exhibition is a fixture in the Brechin Townhouse Museum calendar, celebrated its 130 year anniversary

Arbroath Community Sport Hub held their Summer Fun Day for the second year running

Goldrush - a one day offer for bACTIVE membership with a wide range of promotional activities across the county

Volunteer Roadshows with Voluntary Action Angus as part of Volunteers' Week

Brechin Community Sport Hub held an In-Service Day event

Mischief in The Meffan & Scavenger Hunt is the theme for the Tesco Bank Summer Reading Challenge



16th year of the Angus Glens Walking Festival

Face-to-face customer contact for Angus Council in Forfar transferred to the library providing a more integrated customer service

All five of ANGUSalive's museums were awarded full Accreditation status following a review by Museums Galleries Scotland

Lyell Costume Collection catalogued with all 145 objects now accessible for use in future research and exhibitions

Montrose Community Sport Hub ran an Extra Curricular Programme

New edition of Montrose Library as the refurbished library opens

Opening of Sisters are Doing it for Themselves the Pioneering Women Exhibition to acknowledge the 100 year anniversary of female suffrage in the UK

Ever popular Festive Fun weekends held at Monikie Country Park

Aladdin was our 2018 professional panto held at Webster Memorial Theatre

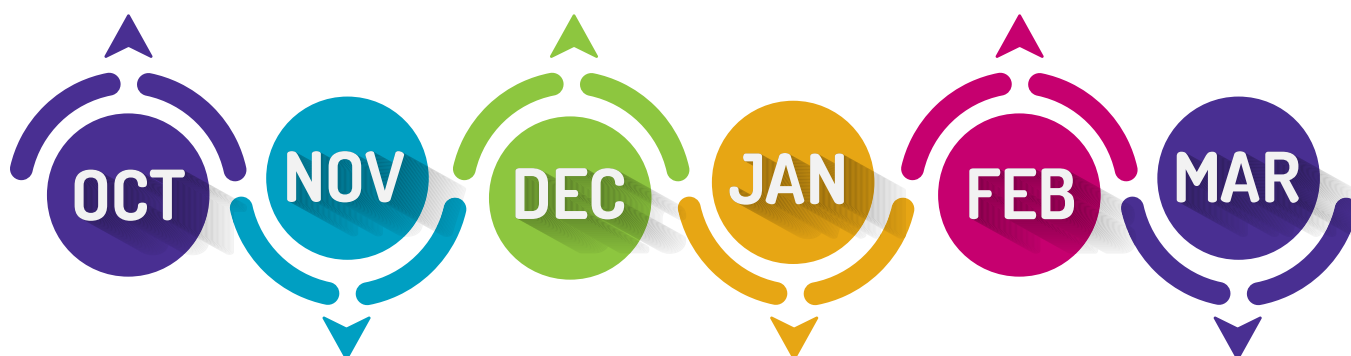
Policies for 'Dealing with Unacceptable Actions by Complainants' and for 'Dealing with Unacceptable Customer Behaviour' to clarify the position for our employees and customers were approved by the Board of Directors

How Good is our Public Library Service Learners Experience Assessment graded ANGUSalve Level 5 indicating "Major strengths, a high standard of provision with examples of good practice to share"

A new Queenax Functional Training Rig was installed at Arbroath Sports Centre to enhance our customer offering

Macmillan information points for cancer patients and their families are set up in Arbroath, Carnoustie, Kirriemuir and Monifieth

Kirriemuir Gateway to The Glens Museum and drama students from Webster's High School deliver the Wee Red Toon Ghost Walk



Organisational Review Phase 1.1 implemented following the Business Support Functions and Opening Hours reviews

Signal Tower Museum brings to a close their four year WW1 Poppy Project on the 11th November 2018

ANGUSalve's Macmillan Move More Development Officer is appointed and a steering group established building on our partnership with Macmillan Cancer Support

ANGUSalve museums team participated in the Angus S3 Hospitality & Tourism Taster Day organised by Developing the Young Workforce bringing businesses and education closer together.

ANGUSalve in partnership with Scottish Disability Sport delivered disability inclusion training for some of our front-line employees

ANGUSalve achieved an excellent score of 100% for its lifeguard training following the External Quality Assessment Visit (EQAV) by the IQL External Quality Assurance Manager

Rollout of ANGUSalve bespoke manual handling training following pilots in January

ANGUSalve's Sports Awards were held in our Reid Hall venue in Forfar

A series of four half-day violence and aggression training sessions were held for libraries, museums and theatre employees

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.

Developing the Young Workforce (DYW) Event

ANGUSalive's museums team participated in the Angus S3 Hospitality & Tourism Taster Day held at the Park Hotel, Montrose in January 2019. Organised by Developing the Young Workforce it had the aim of bringing businesses and education closer together. Our Museum Curator and Museum Officer for the Gateway to the Glens Museum delivered an interactive workshop using museum handling objects to offer pupils experience of working with museum collections, followed by a discussion on visitor feedback methods and an opportunity to understand audiences.

The day allowed employees to proactively develop links between secondary schools, museums and pupils to broaden their horizons about the incredible opportunities that exist within the hospitality and tourism industry. The event allowed over 80 S3 pupils to experience aspects of work in different sectors of the Tourism industry.

The feedback from the DYW team was that the pupils felt most engaged with the workshops that had a hands-on activity that put into practice what they were hearing like the one offered by ANGUSalive.

Rachel McEwen Employer Liaison Advisor, Developing the Young Workforce, Dundee & Angus added *"The feedback from this event has shown how beneficial such events and opportunities are to pupils, teachers and businesses alike and we hope to see such engagements continue. The DYW regional team will continue to work with schools to encourage and support them to engage with local businesses on a regular basis and provide pupils with relevant, truthful and valuable insights into the world of work and the huge range of opportunities that are available locally."*

Rachel Jackson, Museum Officer for the Gateway to the Glens Museum, said, *"The young people we worked with enjoyed the practical aspects of the workshop and definitely took something away from it."*

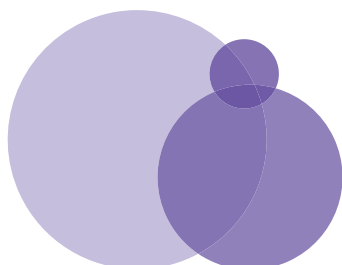
NASA (National Athlete Support Angus)

During the year 55 athletes from 33 sports were supported through complimentary access to our sports centres as part of the NASA programme. These athletes also received grant aid support totalling almost £5,000.



Creative Player Football Programme

ANGUSalive's Development Officer (Football) has been working closely with the Scottish FA to develop the Creative Player Programme for the clubs and players of Angus. Creative Player was designed for players aged 9-12 and is a 10 week curriculum delivered within a club training setting with the objective of skill acquisition at this stage. These are the skill hungry years where children are geared to learn skills and it is an ideal opportunity for focusing on building the skills of the game. The programme has been rolled out to a number of local Angus clubs; Carnoustie Panmure CFC, Brechin City Youths, Kirrie Thistle, Arbroath CSC and Arbroath Lads Club.





ROYAL
LIFE SAVING
SOCIETY UK



In partnership with

MACMILLAN CANCER SUPPORT

Move More ANGUSalve

Building on our partnership with Macmillan Cancer Support, ANGUSalve received funding for three years to develop Move More Scotland which is part of Macmillan Cancer Support's national campaign to support people living with and beyond cancer to find an activity that is right for them. The programme aims to ensure that people living with cancer are supported to become physically active, before, during and after treatment.

The Development Officer (Move More) was appointed in November 2018 and a steering group established. With the scoping and mapping completed, a programme of cancer specific opportunities, gentle movement, walking, gardening and circuit-based classes, are being developed in addition to our established programme of activities across Angus. CanRehab training was organised for three ANGUSalve exercise instructors and a recruitment exercise for volunteers developed for implementation in 2019/20.



Lifeguard and First Aid Training

IQL UK is the leading provider of lifeguard training, and a subsidiary of the Royal Life Saving Society UK (RLSS UK), the drowning prevention charity. ANGUSalve is an RLSS Approved Training Centre and has held this status for many years. As an RLSS Approved Training Centre this allows ANGUSalve to train their own lifeguards and also offer National Pool Lifeguard Qualification courses to the general public.

As part of the Approved Training Centre status ANGUSalve must undergo an annual External Quality Assessment Visit (EQAV) from IQL UK to monitor compliance with the National Pool Lifeguard Qualification (NPLQ) training, assessments and quality procedures.

On 22 January 2019 the EQAV for 2018 was carried out by the IQL External Quality Assurance Manager and ANGUSalve achieved an excellent score of 100%.

ANGUSalve ran four NPLQ courses in 2018 and qualified 36 new lifeguards. Courses were held at Arbroath Sports Centre, Brechin Community Campus (two courses) and Forfar Community Campus, with one of the Brechin Community Campus' courses being held for pupils at Brechin High School. Along with new candidates ANGUSalve held renewals for staff with 72 staff successfully undertaking NPLQ renewals and 32 undertaking and passing AED renewals.

ANGUSalve also ran two First Aid courses, a Paediatric First Aid course where seven external candidates attended and passed the assessment and an Emergency First Aid course where five staff attended and passed the course.

CASE STUDY

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

WW1 Remembrance Project

Museums, Galleries & Archives

Arbroath

The Signal Tower Museum's WW1 Poppy Project was launched on the 4 August 2014, the 100 year anniversary of Britain declaring war on Germany. It concluded on Armistice Day (11 November) 2018.

The idea for the project was a simple act of remembrance to ensure every man from Arbroath and the surrounding area who died during WW1 had a poppy made and dedicated to their memory.

The project extended beyond Arbroath and across Angus alive a number of partnerships developed locally and nationally with groups and organisations coming together to commemorate WW1 in various ways throughout the four years of the project.

The Signal Tower Museum commemorated the 830 men listed on the Arbroath Roll of Honour as well as the many more who died of injuries after the war whose deaths are not listed.

"I thought it was a really thoughtful idea that the museum decided to do something to commemorate the war. It was in a subtle way but there's no better way to show our gratitude than to remember them and say 'thank you'." Museum visitor.

Working closely with Poppy Scotland, University of Dundee, Black Watch Museum, Angus Council and Arbroath Community Council the museum hosted many WW1 talks, exhibitions and its tower was lit red during the Remembrance Poppy period.

Jude Smart from Poppyscotland said *"As one of our pioneering locations, you certainly helped us to get the momentum going this year, and we really appreciate your ongoing support."*

The museum also partnered with the Merchant Navy by supporting their flag raising ceremony and the Battle of Jutland Parade.

On Saturday 10 November 2018 the museum welcomed historian Dr Fraser Brown FSA Scot to deliver a talk titled, '1918 End Game: Home and Fighting Fronts'. This last talk in the series brought an end to a very successful four year project to mark the anniversary of WW1.

The project exceeded all expectations and over 2,000 poppies were made at the museum by locals, holiday makers, foreign visitors, families of military personnel and school children.

One visitor to the museum commented *"The room with the Poppies is beautiful, it is so striking to see so many of them and lovely to know these are made specifically for local men."*

Also, as part of the close to the project, Webster Theatre in Arbroath hosted a Lest We Forget Remembrance Day Concert on Sunday 11 November 2018.

Kirriemuir

Volunteers from the Kirriemuir Heritage Trust joined forces with the Gateway to the Glens Museum to research Kirriemuir in the war years.

An engaging exhibition was then created for each of the four centenary years 2014 to 2018 depicting all aspects of life in Kirriemuir and the surrounding area; including how people were affected by the war, living their lives with war time restrictions and the effect of family members serving in





the Home Guard and abroad. This commemoration continued with organised talks, children's workshops and other events.

This joint project had a positive impact on the relationship between the museum and Kirriemuir Heritage Trust members; they enjoyed learning new skills and sharing their knowledge.

As a legacy of the partnership, aspects of the display were also displayed in the Kirriemuir Library and now form part of the Memory Room in Kirriemuir Connections Dementia Hub.

Brechin

The team at Brechin Town House Museum loved the idea of the Signal Tower Museum project. To do the same to honour the men from Brechin & The District they took one poppy from Arbroath to start their display and invited visitors, schools and local groups to help.

The Museum Officer worked with all the local schools, nurseries, local groups and clubs sharing information on Brechin, Edzell and the surrounding area at the time of the First World War and on the significance of the Poppy in the remembrance of the fallen soldiers.

They decorated poppies and each one was dedicated to a soldier from Brechin and The District. Again expectations were exceeded and with over 1,000 made a river of poppies was created inside of the museum wrapping round the Remembrance book borrowed from Kirriemuir library.

The poppies were part of the Brechin Town House Museum exhibition 'Brechin in the Great War-In Remembrance'. 'The Friends of Brechin Town House Museum' supported this project and contributed funds for all the materials. Visitors commented it



was a very emotional and emotive exhibition.

The poppies made by Edzell School were placed in the Library Visitor Centre in the Inglis Memorial Hall making a fantastic accompaniment to the display and the pupils all visited to see their work on display.

The exhibitions were opened with most of the groups at the launch. The groups involved in the project were Andover primary school & nursery, Maisondieu primary school and nursery, Small World nursery, Brechin Rainbow Guides, 2nd & 4th Brechin Brownies, 1st Brechin Scouts, Edzell & Stracathro primary schools and the Ladies & Gentlemen of the Dalhousie Daycare Centre.

Both exhibitions and the accompanying talks brought in just under 1,000 visitors and gave a great sense of community highlighting the rewards of local partnership working.

WW1 Booklets

ANGUSalive also marked the 100th anniversary with the launch of a series of booklets exploring Angus on the Home Front in World War.

Funded by the Scottish Government's Public Library Improvement Fund, demonstrating partnership working at a national level, the booklets feature newspaper reports and archival material to paint a picture of Angus during the Great War.



Engage and communicate openly

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

BUSINESS, MANAGEMENT AND DEVELOPMENT

Customer Feedback

ANGUSalive continues to apply Angus Council's complaints handling procedure (developed by the Scottish Public Sector Ombudsman) and system for recording complaints. As an Arm's Length External Organisation (ALEO) we are expected to comply fully with all the requirements of the complaints handling procedure. This is a two-stage process with the aim to resolve complaints as close to the point of service delivery as possible.

For the period 1 April 2018 to 31 March 2019, 64 complaints and 385 compliments were received.

From 2017/18 to 2018/19 there was a slight reduction in the number of complaints for Sport & Leisure and a small increase for Libraries, Customer & Culture. Overall the total number of complaints has remained fairly static (65 in 2017/18).

In 2018/19 two complaints within Sport & Leisure progressed to Stage 2 as the customers were not satisfied with the response given at Stage 1. One other complaint within Libraries, Customer & Culture was dealt with under Stage 2 given the complexity.

From 2016/17 to 2017/18 the total number of compliments increased by 70% and the number of complaints almost doubled. However, from 2017/18 to 2018/19 the number reduced by 25% with almost a third less compliments within Sport and Leisure.

The information from compliments and complaints is reviewed quarterly by the senior management team and reported to the Board on an annual basis.

There are currently different arrangements across services to capture customer compliments and comments such as visitors' books in museums, comments books in libraries and points of view forms in sports centres.

An ANGUSalive customer feedback questionnaire is being developed to provide consistency on the information recorded and reported. This will be rolled out during 2019/20 and available to complete electronically via our new website. Hard copies will also be offered and, where these are completed, the data will be added to the electronic survey so all customer feedback is collected, managed and analysed in one central location.

Our Customer Charter was updated in January 2018 to highlight that we will not accept behaviour that is abusive or threatening, and that we reserve the right to refuse to serve anyone who does not act in accordance with the charter.

To clarify the position for our employees and customers, policies for 'Dealing with Unacceptable Actions by Complainants' and for 'Dealing with Unacceptable Customer Behaviour' were approved at the Board meeting on 7 December 2018.

Trip Advisor - Customer Service Excellence

In reporting to the Board of Directors in June 2018 on the customer compliments and complaints received during the year 1 April 2017 to 31 March 2018, it was agreed that services would explore customer service accreditation schemes.

In 2018 Monikie Country Park, Crombie Country Park and Arbroath Signal Tower Museum were awarded Trip Advisor's Customer Service Excellence Award.

The award is based on service, quality and customer satisfaction. There is no application process; the Certificate of Excellence celebrates those venues that have consistently achieved great traveller reviews over the year. Trip Advisor uses a variety of user-generated content to determine recipients of Certificate of Excellence recipients.

How we stack up

All figures presented are for the period 1 April 2018 - 31 March 2019.

ANGUSalve



SAFETY, HEALTH & WELLBEING:

Incidents reportable to HSE 0

Incidents reportable under RIDDOR 1


% days lost to sickness absence 4.67%



CUSTOMER FEEDBACK

Compliments 385

Complaints 64



INFORMATION GOVERNANCE

Freedom of Information requests 14


Data Protection breaches 5

Environmental Information requests 0

Access to personal information requests 0

Responded to within 20 day timescale 12


SOCIAL MEDIA



ANGUSalve Facebook: established in August 2016

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

Total Facebook Likes 2,183





Libraries

Total Facebook Likes 2,215



Sport & Leisure

Total Facebook Likes 5,865




Museums & Galleries

Total Facebook Likes 2,169



Countryside Adventure

Total Facebook Likes 2,539



Archives

Total Facebook Likes 2,266



Theatre & Venues

Total Facebook Likes 2,008



Twitter Followers 2,283



Instagram Followers 341



LinkedIn Followers 122

Webster Memorial Theatre & Venues


38,789

Webster Theatre attendances



372

Performances, conferences and events at The Webster Memorial Theatre



113,275

Venue attendances



7,834

Pantomime attendances to Aladdiin



Libraries



359,403
Visitors

38,588
ACCESS Enquiries



241,344
Items borrowed



41,106
Peoples'
Network sessions



2,783
Guest Wi-Fi
sessions

37,212

Attendances at
Library activities



25,402
Downloads
e-resources



20,030
Bookbug attendances
785 Sessions

Museums, Galleries & Archives



44,946
Visitors



13,616
Collection records reviewed

3,312



Attendances at museum,
galleries and archive activities

77

Exhibitions held



4,976
Collection and
research enquiries



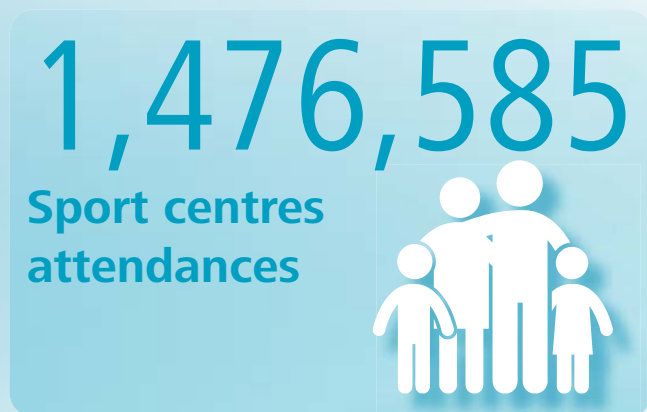
1,683
Production of records
for consultation

Sport & Leisure

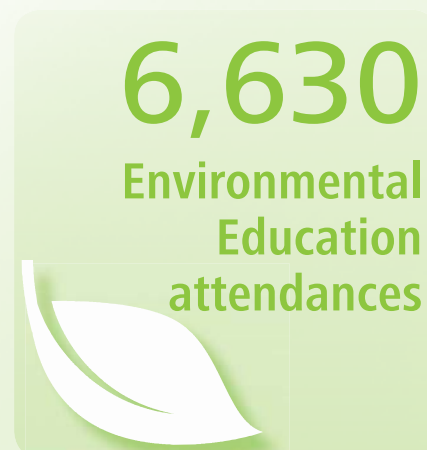
Sports Development

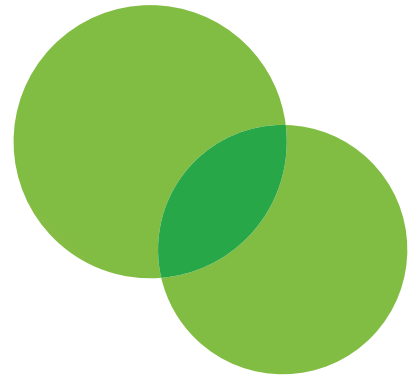


Sports Centres



Countryside Adventure





Recognise the value of our employees

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

Violence and Aggression Training

Violence and aggression is a workplace hazard which our employees can encounter, some as one-off incidents but others on a more frequent basis.

In November 2018 employees were invited to complete a survey on violence and aggression. The responses provided were used in the development of revised arrangements to support the safety, health and wellbeing of our employees in relation to violence and aggression.

In March 2019 ANGUSalive provided a series of four half-day training sessions on violence and aggression training for libraries, museums and theatre employees. The content of the sessions was designed for ANGUSalive to ensure it was specific to our service points, using actual situations to ensure employees could reflect and see how they would deal with a similar incident should it happen again.

50 employees took part in this initial training course and commented as follows:

"It was nice to have a couple of short exercises included within the course to allow staff a chance to get up, move around and work in pairs/ small groups etc. The course length and these short exercises made the content seem less 'heavy' and easier to digest."

"Pierre was very knowledgeable in this field and was able to give real life experience to the course."

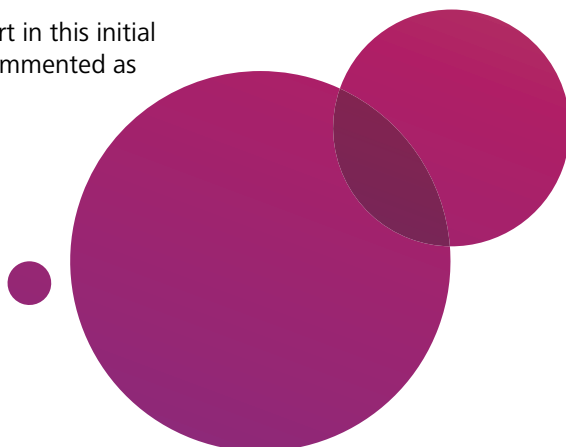
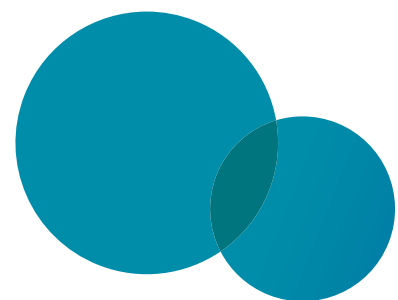
"The course leader was very good. He kept our attention and there was a good mixture of listening and doing."

All the feedback was used to evaluate and review the training program for future courses to be made available to all ANGUSalive teams.

Manual Handling Training and Support

In response to the internal skills audit carried out in 2018, four ANGUSalive employees were equipped with the knowledge, skills and materials to deliver manual handling training to colleagues across our organisation as part of our Health, Safety and Wellbeing initiatives.

Initially two of our duty managers from Sport & Leisure were supported to obtain the Level 3 Training and Education Qualification. This allows them as Training Assessors in Manual Handling to set up courses, recognising the varying levels of ability and learning of participants. [See case study on page 41.](#)





Recognition of Volunteers

ANGUSalive actively engages with volunteers to support and enhance its services whilst providing meaningful experiences and opportunities for our volunteers. This can be on an ad-hoc basis, for example short-term specific events or programmes, or on a more regular basis.

As part of the national volunteers' week celebrations in June 2018, ANGUSalive, in partnership with Voluntary Action Angus, organised a Volunteer Roadshow. To launch the roadshow volunteers with ANGUSalive were invited to a special celebration at Arbroath Signal Tower Museum and over 80 certificates were handed out across the roadshow events to recognise our volunteers' valuable contributions.

See case study on page 22.



CASE STUDY

Recognise the value of our employees

Empowering our Employees



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



The Scottish Library and Information Council (SLIC) is the independent advisory body to the Scottish Government on library and information related matters. Members are drawn from the public sector, school libraries, higher education institutions, further education colleges, health libraries and special interest libraries.

SLIC administers the Scottish Government's Public Libraries Improvement Fund, Innovation and Development Fund and the School Library Improvement Fund.

Fiona Dakers, Senior Manager (Libraries, Customer & Culture) has sat on the Board of the Scottish Library and Information Council (SLIC) since November 2015 and attends their meetings four times each year as well as their two day development session each year.

In March 2018 Fiona was appointed to the SLIC Board's Staffing and Remuneration Sub-Committee.

SLIC also works closely with The Association of Public Libraries

Scotland (APLS) in areas such as strategy development, quality standards and assessment.

APLS promotes excellence in Scottish public library services to improve services for customers and to maximise resource through collaborative action. The organisation provides a forum to assist strategic planning and management in the libraries of its members, advocates for continuous improvement in library services, provides mutual support for its members, and identifies and delivers national co-operative projects for the benefit of local communities.

Fiona is also the Vice-Chair of APLS which has representation from all 32 bodies providing public library services in Scotland.

APLS members meet quarterly, including two virtual meetings each year using technology to hook up remotely from different parts of the country. APLS members also actively exchange information and ideas using an online platform available to all public library service leaders and our partners.

Fiona says: *Being a member of the Board of SLIC and APLS Business Committee helps both my own professional development as well as benefitting ANGUSalive by keeping me in touch with the library sector in Scotland and giving me first-hand knowledge of other organisation's operations.*

I appreciate the time ANGUSalive gives me to attend meetings and participate in the development days, and I often bring back ideas and suggestions for implementing in our own workplace. I also find it rewarding to give something back from my own experience that can benefit colleagues in other services and other sectors right across Scotland.



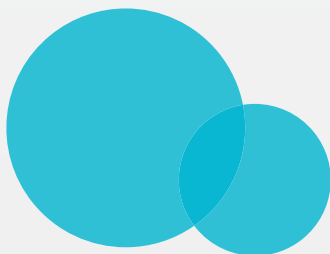
Safe Moving and Handling Development, Training and Support

In 2018 two of our managers from Sport & Leisure, Brian Key and Sean Hardwick, identified a gap in our internal skills for safe moving and handling. They took the initiative to raise this with senior management and were given encouragement and support to develop a plan to help fill the gap.

They carried out an internal skills audit and presented their findings and action plan to the ANGUSalve Leadership Team at the Leadership Update in October 2018; a new experience for them.

To achieve their aim of increasing manual handling awareness within ANGUSalve and to reduce the risk of musculoskeletal disorders caused by poor manual handling in the workplace they first recognised the need for a team of mentors. These two duty managers have the Level 3 Training and Education Qualification which allows them as Training Assessors in Manual Handling to set up courses.

In July 2018 ANGUSalve offered to all employees further development opportunities for manual handling. Following completion in September 2018 of the City & Guilds accredited certificate in Manual Handling Train the Trainer Advanced Programme two employees joined the team. The two Training Assessors partnered with these new trainers until they were confident to deliver the manual handling training independently.



Brian and Sean were given responsibility and autonomy to manage these roles, set their own objectives and make decisions about tasks, priorities and deadlines.

As a result:

- bespoke manual handling training courses were developed for our employees, taking into account the feedback from the training needs analysis
- these training courses were piloted in January 2019 and adjustments made to make the training specific to the type of venue and equipment in use
- the training was rolled out across ANGUSalve during Spring 2019, starting with our highest risk environments in sports centres with some 160 employees being trained.

The team's work has brought clarity to all sports centre employees on safe manual handling techniques as well as providing consistency and standardisation across all facilities on safe working practices, creating a more confident workforce and a healthier working environment for employees and customers.



Brian Key stated "Manual handling is an incredibly important part of any training schedule. There are two main reasons for this, it reduces injuries and it increases productivity."



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 develop usage.

Integrated Library and Customer Services - Forfar

As part of the programme to integrate library and ACCESS services, Forfar's face-to-face customer contact services for Angus Council transferred to the library building in May 2018.

The single-site delivery provides greater flexibility and convenience for the community. It also provides a better integrated service and more efficient use of our team to support the customer experience.

In the first six months of providing the new service 7,847 more people visited the library than in the same period the previous year. Many had not visited a library before and were unaware of the diverse range of services and activities a modern library service can offer.

Venue Usage

ANGUSalive manages a number of halls across the county. These halls are available for the local community, partners and external organisations to hire for activities, events, functions, training and performances. During 2018/19 there were 2,273 private bookings across all five halls and the Webster Memorial Theatre.

Spaces in our archives, country parks, libraries, museums and sports centres are also available for hire. Arbroath Library has been the unique venue for six weddings between October and December 2018.

Brechin Photographic Society's annual exhibition is now a fixture in the Brechin Townhouse Museum calendar for April to May each year. In 2018 the Society celebrated its 130 year anniversary. This exhibition not only showcased their years' work but also included information and objects about the club's history. Lord Dalhousie officially opened this community event.





Macmillan Cancer Support

Macmillan information points for cancer patients and their families were set up in Arbroath, Carnoustie, Kirriemuir and Monifieth libraries during the course of October and November 2018. The Carnoustie Library information point is supported by volunteers. These offer high quality information and support in a relaxed, comfortable environment in the local community.

New edition of Montrose Library

In September 2018 we were proud to reopen the stunningly refurbished Montrose Library. The new flexible community space now delivers well-loved library services and activities, face-to-face Angus Council customer services as well as community learning resources and some very exciting enhancements. Today's new modern space is the second ANGUSalve Library to undergo refurbishment works which have been sympathetic to original features, whilst enhancing it for generations to come. The project was funded by Angus Council under major capital improvement.

See case study on page 44.



CASE STUDY

Promote use of our spaces as community hubs

New edition of Montrose Library

Libraries

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

In September 2018 we were proud to reopen the stunningly refurbished Montrose Library. The new flexible community space now delivers well-loved library services and activities, face-to-face Angus Council customer services as well as community learning resources and some very exciting enhancements.

This new edition of Montrose Library pays homage to the heritage of the library building. A bright and fun children's library to encourage reading and play has been given a magical seaside adventure theme honouring the Montrose motto 'the sea enriches, the rose adorns'.

Our Library team provided the inspiration for the children's area which has a lighthouse allowing parents and carers to snuggle up in order to read stories after choosing books from the sea themed kinder boxes made especially by our Museums and Galleries Designer.

There is the new Esk Pod that can be booked for small meetings, group study or client meetings and the upstairs Rose Room has been named to reflect the Montrose-themed stained glass window above the library's staircase and the burgh arms above the entrance bay. The Rose Room is digitally enabled and offers an accessible space for community, professional

and commercial exhibitions, large group activities, meetings or private functions such as weddings, parties and celebrations.

There is also a smaller function room dedicated to Montrose's first public librarian, James Christison, who was born and educated in the town. The Christison Room is suitable for small group activities and meetings; this space is also accessible.

Visitors have access to computers via the upgraded Peoples' Network and can enjoy free Wi-Fi on their own devices.

The first edition of Montrose Library, gifted to the town by Scottish philanthropist Andrew Carnegie, dates back to 1905 when it was opened by MP John Morley. Refurbishing a beautiful and much loved listed building so that it met the changing needs of the community today was quite a challenge. Geological reports were carried out to match the stone. Restoring the steel casement windows required specialists from England. Inside, listed features such as the wood panelling needed to be preserved and enhanced. The library decanted to another building in the town for 11 months to allow the work to be undertaken.

Today's new modern space is the second ANGUSalve Library to undergo refurbishment works which have been sympathetic to original features, whilst enhancing it for generations to come. This is the second library project funded by Angus Council under major capital improvement works.



A series of special launch events began on Monday 3 September 2018 leading up to the grand opening on Saturday 9 September 2018. Award-winning crime author Stuart MacBride was delighted to open the refurbished library. To also celebrate the opening and showcase our party offering a Building Blocks party was held in the afternoon for children aged 5-9 years.

Community Embraces ANGUSalive's 'New' Montrose Library

Over 13,000 people visited the reimagined modern and flexible community space at ANGUSalive's Montrose Library within the first two months of the stunningly refurbished building being unveiled in September 2018.

Also within this time the team had greeted 172 new members and welcomed back 491 former members to the 'new' library space which offers well-loved, traditional library services and activities, including Bookbug sessions for youngsters and reminiscence groups for older people.

Nearly 500 children had fun with language through rhymes and songs at these free sessions and 715 adults attended one of the innovative library activities available since Montrose Library reopened its doors.

The library has been visited by professional librarians across Scotland including the Chartered Institute of Library and Information Professionals in Scotland (CILIPS) President, Yvonne Manning, who have all been very positive in what we have achieved.



Laura Cagnazzo from Dundee University library tweeted *"I really enjoyed visiting Montrose library. I think it's a great example of a successful renovation project which has achieved a perfect balance between heritage and modern design"*

Shetland libraries tweeted *"Also visited on travels recently the lovely Montrose Library which has had a £1m refurb including a lovely lighthouse in the junior area".*

Sandy, a Montrose Library User *"The work carried out on the library has been to its benefit, brightened the old building up, a fresh look. It's a building Montrosians should be proud of especially in an era when so many libraries are closing"*

Angus Council's communities convener, councillor Mark Salmond said:
"We are thrilled with the results of our continued investment in public libraries in Angus and we are confident that this beautiful building has been sympathetically enhanced as a modern and welcoming community facility. Along with the ANGUSalive Libraries team, we hope that the new edition of the library will inspire the people of Montrose and I encourage everyone to join in the events during the launch fortnight."



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.

Board Structure

The Board of Directors meet on average every eight weeks throughout the year, with the Chief Executive and Senior Managers supported by shared service representatives, to consider the business of the charity. There is also a Finance and Audit Sub Committee to consider items of business and to present formal recommendations to the full Board of Directors.

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 is available to all existing Directors as required. A number of Board Development sessions are also scheduled every year.

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

With such a comprehensive offering it is impossible to include everything we do across the charity within our review of the year. This report provides an overview of ANGUSalve activities during 2018/19, building on the information contained in our reports from previous years, and demonstrates some of the key benefits delivered to our communities. Community planning provides a focus

for partnership working to improve local services, ensuring that they meet the needs of local people, especially for those people who need those services most. As an active member of the Angus Community Planning Partnership ANGUSalve contributes to the following community planning priorities for 2017-2020:

- **Reducing child poverty**
Eradicate child poverty in Angus by 2030 with activities grouped around three drivers of poverty – income from employment, cost of living and income from social security benefits and benefits in kind.

- **Improving mental health and well-being**
People in Angus can get the right help at the right time, expect recovery and fully enjoy their rights, free from discrimination and stigma.

- **Improving accessibility and connectivity**
The rural nature of Angus presents challenges both in terms of the digital and physical access which if supported will help to reduce inequalities across the whole area.

The proceeding pages highlight the key items which help us to demonstrate strong transparent governance:

- Financial review of the year
- ANGUSalve business units

Board of Directors



Kenneth Fraser
Independent Director (Chair)



Hannah Whaley
Independent Director (Vice-Chair)



Kenneth McKay
Independent Director



Alan Rae
Independent Director



Charlie Cameron
Independent Director



Colin Brown
Council Director



Lynn Devine
Council Director



Ronnie Proctor
Council Director



Bill Duff
Council Director

Financial review of the year

The charity has worked diligently since it started trading on 1 December 2015 to ensure resources are available for future investment across its culture, sport and leisure facilities for the benefit of the communities of Angus and visitors to the county.

The charity's overall financial performance in 2018/19 is an operational breakeven position. This position has been achieved after a successful year of operation that generated £415,000 of net income before allowing for actuarially adjusted pension costs.

The full £415,000 of net income was transferred to the Recreation Renewal & Repair Fund, held by Angus Council on behalf of the charity. As a not-for-profit company every penny is reinvested back into the communities we serve.

The contribution to the Recreation Renewal & Repair Fund for equipment was increased to £365,000 in the financial year ending 31 March 2019. In prior years the charity has made annual contributions of £250,000 to the Recreation Renewal & Repair Fund for equipment at the end of each financial year since 31 March 2016. The ability of the charity to generate net income so it can perform regular equipment refresh and replacement is absolutely essential. This programme of work contributes to the maintenance of the charity's customer base and facility usage through the provision of a high quality customer experience.

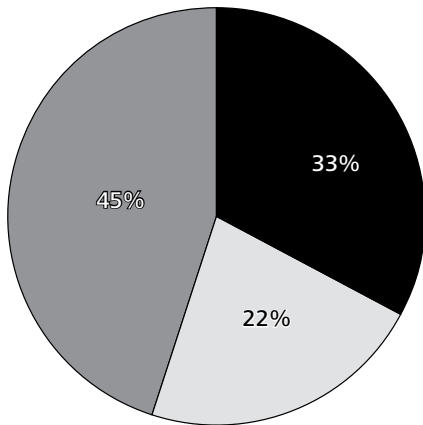
In the financial year ending 31 March 2019 a further contribution of £50,000 was made to the new Recreation Renewal & Repair Fund for IT. This was established in 2018 to ensure the charity can replace legacy IT equipment in future with an initial contribution of £150,000. Specific provision has been made for investment in technology refresh since it is integral to the successful operation of the charity and provides customers with an improved digital offering.

Once the adjusted pension costs are taken into account, the charity's overall financial position reflects net expenditure of £1,260,000 across all three of the our business units described on pages 50 to 51.

| | 2018/19 Angus Alive Charity | 2018/19 Angus Alive Trading | 2018/19 Angus Alive Group |
|---|--------------------------------|--------------------------------|------------------------------|
| Management fee | 3,385 | 0 | 3,385 |
| Access fee | 0 | 371 | 371 |
| Grants and Contributions * | 2,282 | 0 | 2,282 |
| Sales, Fees and Charges | 4,680 | 198 | 4,878 |
| Other Incomes | 0 | 53 | 53 |
| Total Income * | 10,347 | 622 | 10,969 |
| Staff Costs | 6,723 | 312 | 7,035 |
| Property Costs | 549 | 37 | 586 |
| Transport Costs | 125 | 0 | 125 |
| Supplies and Services | 1,035 | 112 | 1,147 |
| Other finance costs | 26 | 0 | 26 |
| Angus Council Support Services | 2,050 | 0 | 2,050 |
| Total Expenditure | 10,508 | 461 | 10,969 |
| Surplus/ (Deficit) prior to pension adjustments * | (161) | 161 | 0 |
| Pension adjustments in line with FRS 102 | 1,260 | 0 | 1,260 |
| Net Surplus/ (Deficit) position * | (1,421) | 161 | (1,260) |

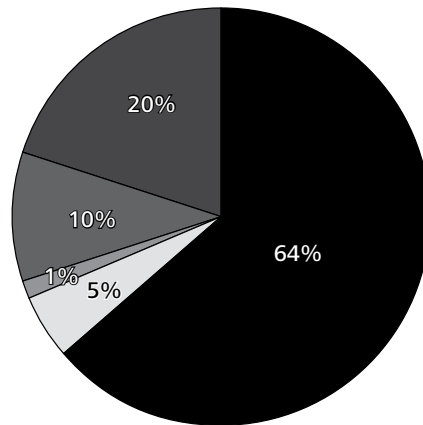
* ANGUSalive Group position is different to combined ANGUSalive Charity and ANGUSalive Trading positions due to treatment of Gift Aid on consolidation

ANGUSalve Income - Charity



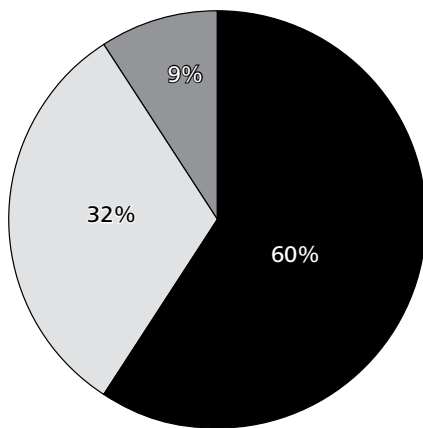
45% Sales, Fees & Charges 33% Management Fee
22% Grants & Contributions

ANGUSalve Expenditure - Charity



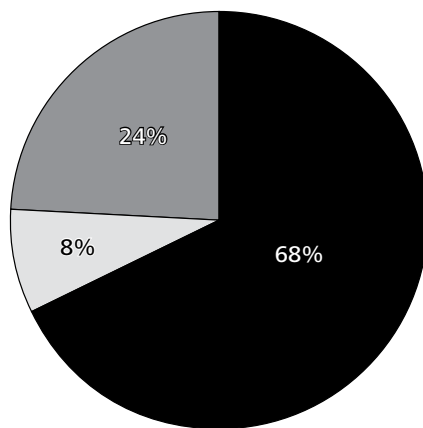
64% Staff Costs 5% Property Costs
1% Transport Costs 10% Supplies and Services
20% Angus Council Support Services

ANGUSalve Income - Trading



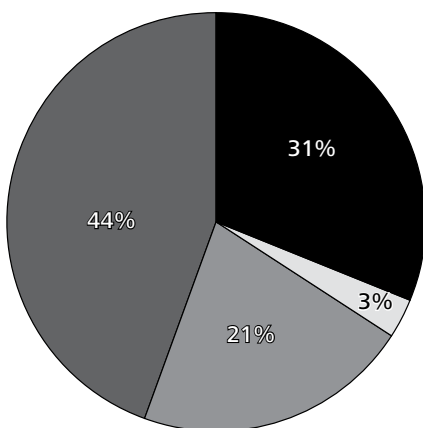
60% Access fee 32% Sales, Fees and Charges
9% Other Incomes

ANGUSalve Expenditure - Trading



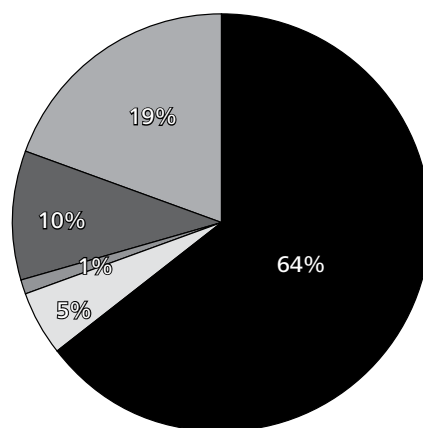
68% Staff Costs 8% Property Costs
24% Supplies and Services

ANGUSalve Group Income

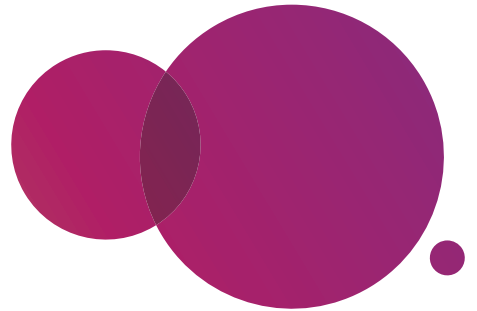


31% Management fee 3% Access fee
21% Grants & Contributions 44% Sales, Fees and Charges

ANGUSalve Group Expenditure



64% Staff Costs 5% Property Costs
1% Transport Costs 10% Supplies and Services
19% Angus Council Support Services



ANGUSalive business units

The charity has three business units which incorporate service areas 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.

Libraries, Customer & Culture

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

ANGUSalive library members can select from a stock collection of over 160,000 items that includes fiction, non-fiction, local history and reference material for all ages in print and digital formats. Our growing collection of e-books, e-audiobooks and e-magazines provides customer access to material 24/7.

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 initiatives.

The quality improvement framework for public libraries in Scotland, How Good is Our Public Library Service (HGIOPLS), was commissioned by the Scottish Library and Information Council (SLIC) to help library managers and staff demonstrate the quality of service provision and the impact they have on communities, with a focus on planning, service delivery and continuous improvement. ANGUSalive actively participates in this self-evaluation and peer review framework, putting forward our services to be assessed against the quality indicators and by providing reviewers as part of an evaluation team for other library services.

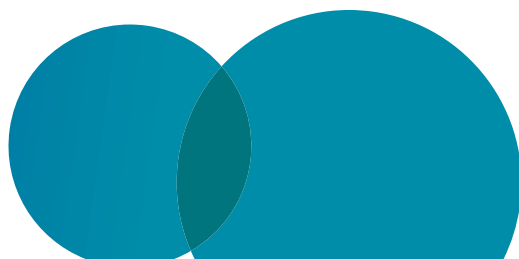
Visitors to Angus and residents enjoy a varied programme of temporary and permanent exhibitions, talks and activities in the five museums managed by ANGUSalive.


A well-received programme of fine and contemporary art exhibitions is held at the Meffan Museum & Art Gallery in Forfar, with exhibitions held throughout ANGUSalive gallery spaces. Community art exhibitions also remain popular in our exhibition spaces across ANGUSalive.

ANGUSalive 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.

ANGUSalive manages Angus Archives, caring for historical documents and primary source material relating to Angus. Located in a 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. The collections cover Arbroath, Brechin, Carnoustie, Forfar, Kirriemuir, Montrose, Monifieth and many rural areas of





Angus. Angus Archives collects, preserves, and makes available the written and photographic heritage of Angus.

Museums, Galleries & Archives and Libraries generate income through book sales, photocopying, activity charges, event charges, training delivery, refreshments, hire of facilities, retail, photo sales, genealogy research and commission from exhibition sales.

Sport & Leisure

Sport & Leisure incorporates our Sport Centres, Sports Development, Countryside Adventure and Theatre & Venues. ANGUSalive operates seven sports centres, two high-school pools, a Sports Development Team as well as five country parks and an outdoor education programme. The charity also manages five venues across Angus, our community campus theatres and an art and performance theatre in Arbroath.

Sport & Leisure, Theatre & Venues and Countryside Adventure generate income through our bACTIVE sports membership scheme and pay-as-you-go (bACTIVE lite) attendances, Theatre & Venues events and bookings, activities held within our Countryside Adventure parks and hire of facilities across all services.

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 280 adult classes are held each week in ANGUSalive sports 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

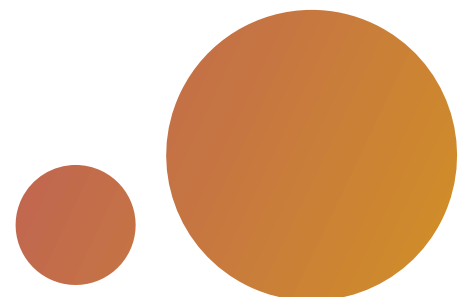
Our Sports Development Team provides support and advice to individuals, clubs, sports associations or groups on a range of issues. They also establish and co-ordinate a number of sport and physical activity opportunities linking local, regional and national programmes across a variety of sports. As part of the team's commitment to developing sport and physical activity throughout Angus, they have adopted the sportscotland Community Sport Hubs initiative, as part of the Scottish Government's Glasgow 2014 Legacy Plan. The initiative is aimed at supporting local sports clubs to help increase the number of people participating in sport in our local communities.

The Countryside Adventure team offers a programme of regular activities in our country parks and the Angus Glens including guided walks, Young Naturalist Clubs, holiday activity weeks, workshops, watersports, high ropes, wildfowling and volunteer programmes such as Branching Out.

We work in partnership with the Cairngorms National Park Association, Forestry Commission Scotland, Scottish Wildlife Trust, Scottish Natural Heritage and many local groups to support conservation action including environmental fieldwork, surveys, activities and consultancy. The team provides a warm welcome and is readily available to help visitors enjoy and care for the countryside.

The Webster Memorial Theatre

The Webster Memorial Theatre has a diverse programme of events ranging 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 ANGUSalive Sports Awards, as well as the theatres in our two community campuses.





Pamela Tulloch

Chief Executive, Scottish Library and Information Council

SLIC - Mission - Enriching Lives Through Libraries

Public Libraries have a unique trusted role in local communities and this is no different within Angus. In 2018/19, ANGUSalve Libraries welcomed over 360,000 visitors, that's an increase in visitors of 8% from the previous year. This, in no small part, was a result of the opening of the new edition of Montrose Library in September 2018 which was shortlisted for the Bookseller UK Library of the Year Award. However public libraries are more than buildings and the service is dependent on well-motivated, trained staff. ANGUSalve library staff participated in the national peer assessment programme How Good is our Public Library Service? The Peer Assessor Panel commended ANGUSalve for the ethos of its service and the enthusiasm of staff, engagement with stakeholders as well as good practice. This is a strong endorsement of the service that ANGUSalve Libraries provide.

This service ethos is further illustrated by the uptake of the range of programmes which ANGUSalve provides through its libraries with 241,344 items borrowed and 41,106 public internet sessions undertaken and 25,402 downloads of ebooks, emagazines and E-audiobooks. A total of 785 Bookbug sessions were available across all libraries with over 20,000 children participating. Other library led activities, such as coding clubs, reading groups and talks saw 37,212 people attend.

Public Libraries have always supported social health and wellbeing in the community and ANGUSalve has partnered with Macmillan Cancer Information Support to provide supported access to information for cancer sufferers and their carers in its libraries. Macmillan information points for cancer patients and their families were set up in Arbroath, Carnoustie, Kirriemuir and Monifieth libraries during October and November 2018. The Carnoustie Library information point is supported by volunteers. These offer high

quality information and support in a relaxed, comfortable environment in the local community.

It's been a privilege to work with the team from ANGUSalve Libraries during 2018/19. Team members have been actively involved in the development of public libraries at a national level. Fiona Dakers, Senior Manager for Libraries, Customer & Culture is a member of the SLIC Board and Vice Chair for the Association of Public Libraries and Christine Sharp, Adult and Communities Library Lead, is an active member of the Scottish Adult Reading Strategy Group for Public Libraries set up in 2014 which helps to inspire reading across all adult reading interests.

I look forward to continuing to work with this vibrant and active public library service in the future and I am also excited to see the new plans for two new mobile libraries to serve the residents of rural Angus.

I am proud to have ANGUSalve as part of the SLIC membership and look forward to continuing to work with ANGUSalve in the future.



Our Mission

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


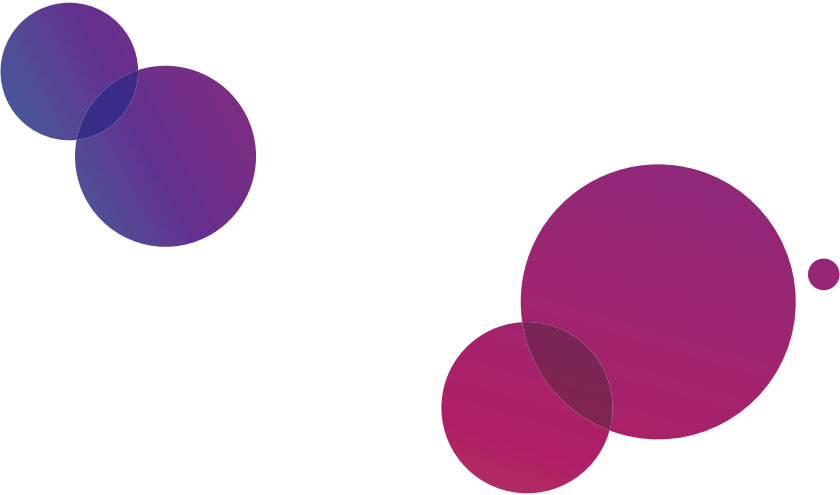


Support Us

Become a member - join us at
www.angusalive.scot/libraries
and www.angusalive.scot/sportsmember

Make a donation - use gift aid or corporation tax relief
enquiries@angusalive.scot | 01307 492600

**Become a corporate partner
or sponsor our awards and exhibitions**
marketing@angusalive.scot | 01307 492600







ANGUSalive | Head Office | William Wallace House
Orchardbank Business Park | Forfar | DD8 1WH
enquiries@angusalive.scot | www.angusalive.scot | 01307 492600



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 February 2020