



## Annual Report

1 April 2021 - 31 March 2022

HEALTHY | ACTIVE | CREATIVE



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## Who We Are

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

We offer residents and visitors to Angus a wealth of services which are 'changing lives by inspiring healthy, active and creative lifestyle choices' through the use of our sports centres, country parks, theatre 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, see page 16 for more details. 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 2022 was 164 employees who together with supply staff and volunteers were responsible for contributing to the delivery of services to the Angus community.

Find out how we are changing lives:



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



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



- 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.



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



- 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



- Arbroath Sports Centre
- Brechin Community Campus
- Carnoustie Sports Centre
- Forfar Community Campus
- Montrose Sports Centre
- Saltire Sports Centre, Arbroath
- Webster's Sports Centre, Kirriemuir

### Offices

- Head Office, Forfar

# Charitable Objectives and Contribution to Local Outcomes

The charitable objects of ANGUSalive are recognised by the Office of the Scottish Charity Regulator (OSCR) under the Charity and Trustee Investment (Scotland) Act 2005. Our charity number is SC046133.

We are committed to meeting our charitable objectives and contributing to local outcomes and aligning to our status with OSCR and our Articles of Association, we continue to follow strategic aims for the charity, these are:

1. **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.
2. **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.
3. **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 wellbeing, learning, community development and creativity.
4. **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.
5. **Promote a culture of diversity and equality**  
Ensure that services meet or exceed the Trust's obligations under the Equalities Act 2010
6. **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.
7. **Engage and communicate openly**  
Ensure the Trust's services listen to our users and respond to their views.
8. **Recognise the value of our employees**  
ANGUSalive will value and develop staff and promote a culture of empowerment.
9. **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.

We are also a member of Community Leisure UK, the members' association for charitable trusts.



<div data-bbox="1573 420 2196 640"> <p><b>1</b> Ensure strong, transparent governance and demonstrate community benefit</p> </div>	<div data-bbox="2226 420 2878 640"> <p><b>2</b> Deliver best value and create investment opportunities</p> </div>
<div data-bbox="1573 682 2196 903"> <p><b>3</b> Champion the positive benefits of our services</p> </div>	<div data-bbox="2226 682 2878 903"> <p><b>4</b> Encourage participation for all</p> </div>
<div data-bbox="1573 945 2196 1165"> <p><b>5</b> Promote a culture of diversity and equality</p> </div>	<div data-bbox="2226 945 2878 1165"> <p><b>6</b> Improve outcomes through effective partnerships at local, regional and national levels</p> </div>
<div data-bbox="1573 1207 2196 1428"> <p><b>7</b> Engage and communicate openly</p> </div>	<div data-bbox="2226 1207 2878 1428"> <p><b>8</b> Recognise the value of our employees</p> </div>
<div data-bbox="1573 1470 2196 1711"> <p><b>9</b> Promote use of our spaces as community hubs</p> </div>	<div data-bbox="2226 1470 2878 1711"> <p>Under each of the service updates the relevant strategic aim the activity contributes to is indicated by a key.</p> </div>

# 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.



# Demonstrating Community Benefit

**W**ith 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 from 1 April 2021 to 31 March 2022, building on the information contained in our reports from previous years and demonstrates some of the key benefits delivered to our communities.

Like many organisations our ability to operate has been severely impacted by the COVID-19 pandemic so the activities, events and services we could offer varied during the year, were dependant on the restrictions and guidance in place and consequently were not as extensive as in the pre-pandemic years. Our team remained dedicated to making a difference and innovative offers and activities were created so we could continue to support people in our local community whilst living with various restrictions.

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 2017-2030:

- **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 wellbeing**  
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.





# Chair's Introduction

Kenneth Fraser | Chair

**A**NGUSalive remains dedicated to serving our communities and staying true to our mission.

Over the past seven years, the hard work across the organisation has ensured we can continue to make investments in our culture, sport and leisure provision throughout Angus. This focus has afforded us with the ability to supply the quality of customer experience our communities expect and has enabled us to deliver beyond their expectations.

We have also built-up reserves to protect the organisation through periods of fluctuation and our capability to weather the storm has been proven in recent years. To remain an organisation which is fit and flexible for the future, it is critical the charity continues in this disciplined manner.

In parallel, the savings we must achieve as a charitable trust have been delivered on time every year. To date, I am pleased to confirm this point has been accomplished repeatedly without the need to call on our reserves.

As you will discover in our financial review of the year (see page 18) the charity achieved an operational surplus in 2021/22 despite the particularly complex operating environment. This strong financial management has helped us to reinforce our Investment Fund and the position of our reserves ahead of the difficulties anticipated in future years, as outlined in the financial outlook. The monies accrued in our Investment Fund will also facilitate major service investments planned for our sports centres in 2022/23.

Initially, the COVID-19 pandemic impacted our operations and now the effect of high inflation and the cost-of-living crisis continues to foster instability for ANGUSalive.

We currently face the most challenging period since the establishment of the charitable trust in 2015. This situation has resulted in the organisation assessing the changes required to facilitate the necessary conditions for sustainable service delivery, particularly as we move into our eighth year of business and look towards the milestone of our tenth birthday in 2025.

Our Board of Directors has ensured the stewardship of the charity through these conditions and unprecedented times. During last year, the Board has welcomed new members whom I thank, along with outgoing members, for their contribution to strategic advice on several key areas. Read more about our Board and Governance on page 16.

The navigation of these turbulent times, and the ability to continue with our well-loved services, has only been possible through the motivation of our teams and their continuous work towards ANGUSalive delivering on the defined charitable objectives. As a Board, the determination of our people is encouraging, particularly as we continue to responsibly steward and now drive the charity on its path to change.

To mitigate the significant risk to the continuing viability of the business, it is clear the provision of culture, sport and leisure services across Angus will have to be creatively reimagined. As a charity, we will keep in focus how we achieve our nine strategic aims and review opportunities to enhance our commitment to them as we transition to a new business model.

We will achieve this through our working partnership with Angus Council as we jointly determine the priorities and needs of the communities we serve, balanced alongside our responsibility to meet the trust's charitable outcomes within an affordable financial envelope. This position will require changes to how, when and where services are delivered.

Progress has already been made in support of this direction through developments to encourage income generation and the introduction of tools and processes required to achieve agile and digital approaches for some of our services. Long term, these updates will enhance service delivery as our teams work to schedule back in regular programming and activities for our communities. Read more about the Digital Service Improvements for Angus Libraries in the Spotlight On: page 38.

All these changes will focus on the objectives of the Christie Report, which gave recommendations for the future of Public Services and identified the priorities of prevention, performance, people and partnership to improve outcomes for individuals and communities across Scotland. We are committed to engaging with our community to design future services with them rather than for them.

My thanks also are extended to the Chief Executive, leadership and wider team as we continue to work together to steer ANGUSalive through difficult times and look towards a more stable operating environment once the necessary strategic changes to the charity are made.



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

# Foreword

Kirsty Hunter | Chief Executive



Welcome to our 2021/22 annual report covering the end of our sixth and the start of our seventh years of operation. As we leave behind some of the unprecedented challenges of the COVID-19 pandemic, we continue to negotiate the lasting impacts of this period for our people, the communities we serve and our charity.

## Our People

By 30 September 2021, we had welcomed all our colleagues back from furlough with all remaining COVID-19 legal requirements lifted by 21 March 2022. By the end of the financial year, we had successfully emerged from the most recent winter pandemic restrictions to resume provision of our complete portfolio of services within the agreed temporary operating arrangements.

Our team's dedicated approach and resilience ensured we reopened safely and efficiently each time. Our ability to adapt to the regularly changing environment meant we could continue to make a valuable contribution to the local outcomes for Angus during another difficult year.

I want to thank all our team for their hard work throughout this period, and following the lifting of working from home restrictions, it has been wonderful to get back out to sites to visit colleagues across all our services. Next year, I look forward to personally re-engaging with the fantastic activities and events we offer customers across our culture, sport and leisure venues.

The Board of Directors continued to provide strong strategic governance, which went above and beyond during 2021/22. They worked closely with the senior leadership team to successfully support and direct the charity through this unusual chapter. I really valued the support they provided through regular contributions of their time, skills and expertise.

## Our Communities

As we shape our future, we are focused on engaging with people across Angus who live, work and visit the county. Our people recognise the importance for local communities to continue to have the opportunity to participate in, and get enjoyment from using, our services.

We strive to continually demonstrate the value of our vision as we continue our journey of changing lives by inspiring healthy, active and creative lifestyle choices across Angus.

Effective partnership working remains crucial to achieving this. As a result, as well as nurturing our existing relationships and projects, we have been launching new initiatives with current partners and building new connections.

We have developed partnerships across Angus schools, particularly in support of pupils who required additional support throughout COVID-19. Participants were introduced to outdoor activities, from Stand Up Paddle (SUP) Boarding to River Management skills, by our experienced Countryside Adventure team. Read more about 'Schools Out! Pupils Benefit from Countryside Activities' in the Spotlight On: page 68.

Through broader engagement with sport, health and physical activities partners, we developed and launched the Angus Sport and Physical Activity Framework (Read more about this in the Spotlight On: page 56).

We also encouraged interaction and support for our creative arts offerings through digital channels, as demonstrated through the 'The Big Night In' – Live from the Webster Theatre!' performance which was produced and streamed online during lockdown (Read more this in the Spotlight On: page 78).

Individuals, families and organisations are increasingly facing a very challenging economic climate and multiple uncertainties due to continued recovery and renewal from the pandemic as well as the increase in the cost-of-living.

As we all shoulder the continuous recovery and renewal from the COVID-19 pandemic and the increases in the cost-of-living, we are acutely aware how this results in reduced levels of disposable income within our communities, especially for discretionary spending on the chargeable services we provide. We recognise this pressure on household finances, so to ensure our customers can continue being healthy, active and creative in these difficult times, all charges have been held since 2018/19. In addition, we continue to offer an excellent range of free activities, events and services to support our communities.

Local community support of our services, demonstrated by visiting one of our venues or using the ANGUSalive app, has always been vital for our charity and remains essential in the months and years ahead.

### Our Charity

In the last annual report, we noted the challenges of our sustainability as a charity.

Currently, there is not an issue with ANGUSalive trading legally on a going concern basis; however, the Board is closely monitoring this position as the financial position of ANGUSalive remains under pressure. Continued service provision requires careful, ongoing consideration as we are required to balance our income against the impact of increased cost pressures on our expenditure budget.

There has been a further detrimental impact on our ability to control expenditure due to changes in the external environment caused by international and national events. These pressures include inflation - making goods and

services more expensive, rising energy costs, the lack of a skilled workforce to fill some specific vacancies and further reductions in local government funding towards the provision of culture, sport and leisure services.

At a time of the increased expenditure, our revenue budget now also brings in less income – generated from sales, fees and charges combined with grants, contributions and the Angus Council Management Fee.

Together these factors have further compounded the immediate situation faced by the charity. They will undoubtedly influence the shape of future service provision and our ability to deliver these services sustainably.

### Looking Ahead

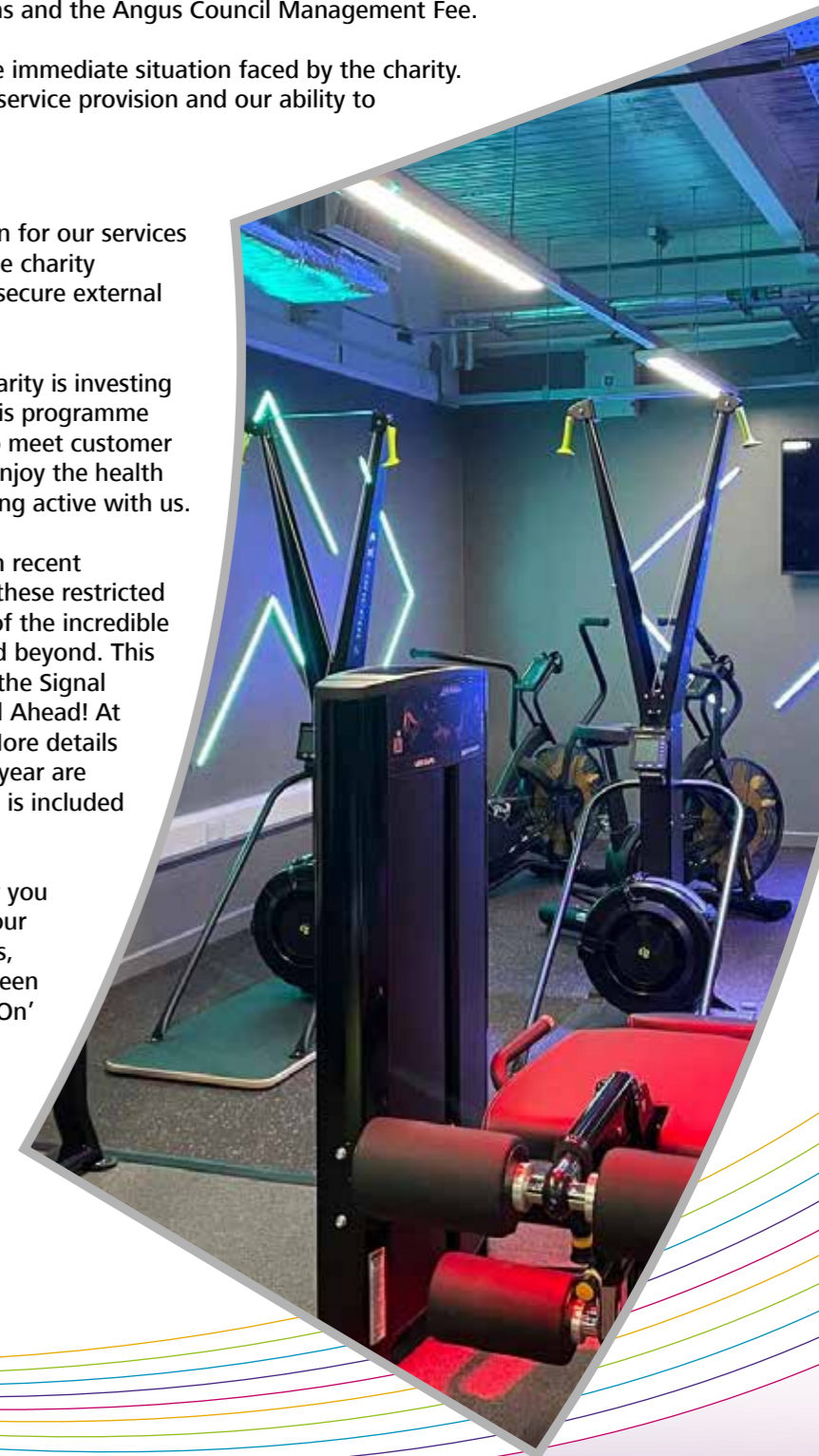
Planning continues to envision a different proposition for our services and will require further savings to be made across the charity alongside the development of new opportunities to secure external funding and increase income generation.

To protect membership income for the future, the charity is investing significantly in our sports centres during 2022-23. This programme of work is essential to modernise our fitness suites to meet customer expectations and will ensure local communities can enjoy the health and wellbeing benefits our services bring while keeping active with us.

ANGUSalive has proven its resilience and optimism in recent difficult times, this means we can now look beyond these restricted pandemic years and work together to deliver some of the incredible goals our team has planned throughout 2022/23 and beyond. This has already started with the improvements made at the Signal Tower Museum in Arbroath, read more about 'Signal Ahead! At Arbroath's Museum' in the Spotlight On: page 48. More details of the exciting developments to come over the next year are captured in the 'Look Ahead' for each service, which is included for the first time in this report.

I wish to leave you with one last thank you, whether you read this as a member of our team, a participant in our community or one of our many partner organisations, your continued support has been invaluable. It has been fantastic to have you all visiting us to enjoy 'What's On' across our culture, sport and leisure trust.

**Our team has been delighted to introduce new friends and welcome back familiar faces to our venues over the last 12 months - we look forward to seeing you again next year!**





# Governance and Board of Directors

To achieve our ambition and continue our journey of becoming an enthusiastic, customer-focused, forward-looking organisation equipped for the future, we will ensure we have the right people driving our business.

Our people demonstrate a commitment to delivering our vision for the benefit of the people of Angus and understand the need to continuously monitor and report our financial performance, allowing us to invest every penny back into 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.

## 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. Several Board Development sessions are also scheduled every year.

Our Board meet from 1 April 2021 to 24 September 2022 (date of signing for the Report and consolidated financial statements for the year to 31 March 2022). There is also a Finance & Audit Sub-Committee that meets on average four times a year to consider and scrutinise specific items of business and to present formal recommendations to the full Board of Directors.

## 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 Chair or other Director chairing the meeting has a casting vote.

## Board Governance Review

Scotland's Third Sector Governance Forum has developed a Scottish Governance Code for the Third Sector. The Code sets out the core principles of good governance for the boards of charities, voluntary organisations and social enterprises in Scotland. The Code is not a legal or regulatory requirement, but instead is designed to be aspirational, for trustees to reflect on and improve governance.

A 'Good Governance Checkup' has been designed to be used in conjunction with the Code to help

trustees regularly review their governance. It has five sections which mirror the five core principles in the code: Organisational Purpose, Leadership, Board Behaviour, Control and Effectiveness.

The annual Board Good Governance Checkup was undertaken in March 2022.

The Board is led by two Independent Directors who act as Chair and Vice-Chair:



Mr Kenneth Fraser  
(Chair)



Mr Alan Rae  
(Vice-Chair)



Mr Derek Waugh  
Independent Director



Mr Kenneth Christie  
Independent Director



Mr Thomas Ferry  
Independent Director



Cllr Kenny Braes  
Council Director



Cllr Lynne Devine  
Council Director



Cllr Ronnie Proctor  
Council Director



Cllr Serena Cowdy  
Council Director

# Financial Year Review

## FINANCIAL STEWARDSHIP

An overview of the charity's financial performance is included in the table on page 20 and highlighted on the opposite page via a series of pie charts which provide a helpful breakdown of our income and expenditure.

### Year End Position

The Trust's operational surplus (before actuarial adjustments) for the period ending 31 March 2022 was £778k.

In terms of strategic planning for financial sustainability, the operational surplus has allowed the charity to strengthen its previously built-up Investment Fund and maintain its reserves position.

### Investment Fund

The Board is committed to making investments to both protect current revenue streams and achieve a diversification of income sources which are equally important to the future of ANGUSalive.

Over the charity's seven years of operation, it has made annual contributions to the Investment Fund (formerly Renewal & Repair Fund) at the end of each financial year (with the exception of 2019/20, in light of the ongoing Coronavirus pandemic). These contributions are essential as they ensure funding is available for future investment across our culture, sport and leisure facilities for the benefit of the communities we serve.

It has been possible to contribute to the Investment Fund from the 2021/22 operational surplus with the Board approving the setting aside of £672k for this purpose.

The Investment Fund covers equipment used by customers as well as the Information Technology that supports the provision of services to customers. The ability to perform regular investment is essential to the overall financial resilience of the company. This programme of work contributes to the attraction and retention of the charity's customer base and facility usage through the provision of a high-quality customer experience.

### Reserves

General unrestricted funds carried forward amount to £1,667k. This reflects the continued financial stewardship of the Directors and Senior Leadership Team to maintain the Company's reserves that the Office of the Scottish Charity Regulator requires to be set aside on a prudent business operation basis.

The charity had no reserves when it started trading on 1 December 2015. Through regular contributions to its reserves since establishment, ANGUSalive's future resilience has been strengthened.

The operational surplus was achieved despite reduced income from provision of facilities due to the ongoing recovery from the pandemic. This was possible through very close control of expenditure on employee costs, building costs and, supplies and services costs, as well as receipt of non-recurring income from the Coronavirus Job Retention Scheme and the use of three sites as vaccination centres.

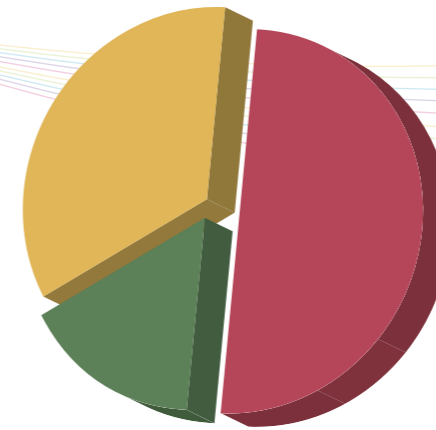
### Going Concern

Reserves also form a significant part of our going concern assessment since they are included in the forecasts for the next 12 months, maintenance of these funds for a 'rainy day' protects our ability to continue to operate and prepare our annual accounts on this basis.

In addition, the Council's commitment to the ongoing payment of the Management Fee has been essential to maintain the charity as a going concern.

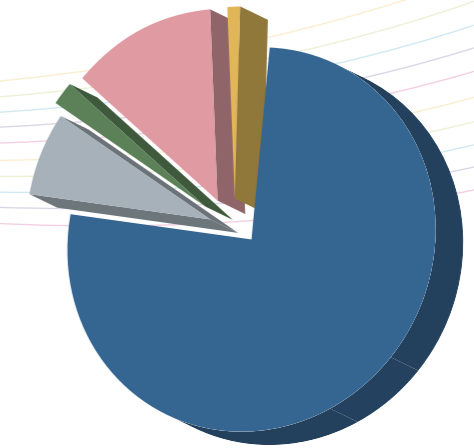
Our 2021/22 accounts were prepared on a going concern basis following external auditor assessment of forecasts, budgets and a Letter of Comfort from Angus Council which confirms the support package measures available to ANGUSalive next year should these be required.

The pie charts opposite outline the income and expenditure across ANGUSalive's five service areas (see from page 34) that sit within the Trust's three functional business units (Libraries, Customer and Culture, Sport & Leisure and Business Management and Development).



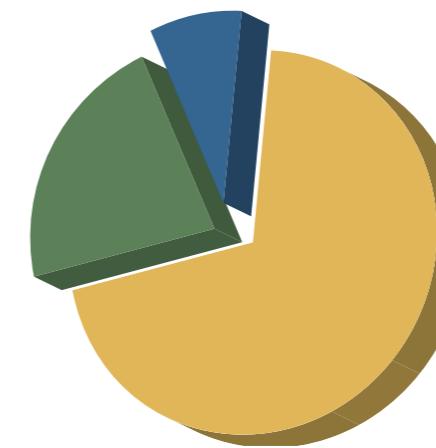
ANGUSalive Income - Charity

50% Management fee 16% Grants and Contributions  
34% Sales, Fees and Charges



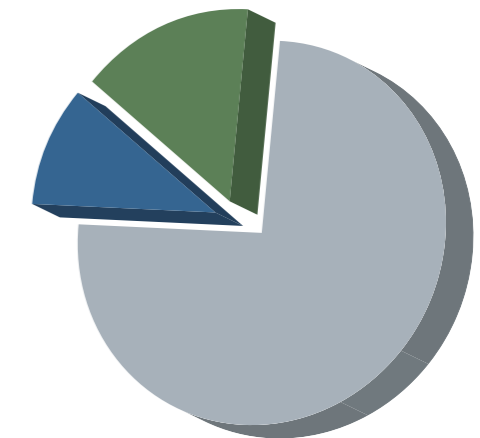
ANGUSalive Expenditure - Charity

78% Staff Costs 7% Property Costs  
1% Transport Costs 13% Supplies and Services  
0% Other finance costs



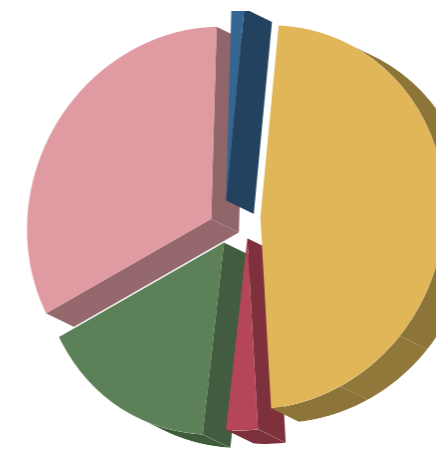
ANGUSalive Income - Trading

71% Staff Costs 8% Property Costs  
22% Supplies and Services



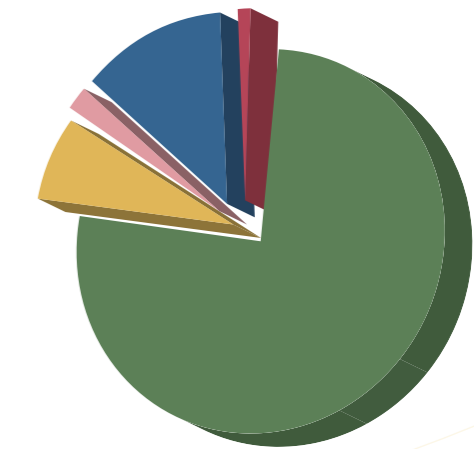
ANGUSalive Expenditure - Trading

75% Staff Costs 10% Property Costs  
15% Supplies and Services



ANGUSalive Group Income

48% Management fee 2% Access fee  
16% Grants and Contributions 33% Sales, Fees and Charges  
0% Other Incomes



ANGUSalive Group Expenditure

78% Staff Costs 7% Property Costs  
1% Transport Costs 13% Supplies and Services  
0% Other finance costs

	2021/22 ANGUSalive Charity £'000	2021/22 ANGUSalive Trading £'000	2021/22 ANGUSalive Group £'000
Management Fee	3,916		3,916
Access Fee		187	187
Grants and Contributions *	1,255		1,255
Sales, Fees and Charges	2,646	58	2,704
Other Incomes		20	20
<b>Total Income *</b>	<b>7,817</b>	<b>265</b>	<b>8,082</b>
Staff Costs	5,545	165	5,710
Property Costs	510	22	532
Transport Costs	89		89
Supplies and Services	910	33	943
Other Finance Costs	30		30
<b>Total Expenditure</b>	<b>7,084</b>	<b>220</b>	<b>7,304</b>
<b>Surplus/ (Deficit) Prior to Actuarial Adjustments *</b>	<b>733</b>	<b>45</b>	<b>778</b>
Actuarial Adjustments in Line with FRS 102	1,386		1,386
<b>Net Surplus/ (Deficit) Position *</b>	<b>(653)</b>	<b>45</b>	<b>(608)</b>

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

#### Accounts Position

Once the actuarial pension adjustments are considered, the Company's consolidated financial position shows a net expenditure of £608k.

#### FINANCIAL OUTLOOK

Prior to the pandemic, ANGUSalive was on track to deliver £1.058m in Management Fee savings over the three-year period 2018-19 to 2020-21 with a further £0.460m of savings targeted in the following two years 2021-22 to 2022-23. For an organisation whose costs are dominated by staff costs this was a substantial ask.

The 2021-22 and 2022-23 Management Fee savings were deferred by one year each to 2022-23 and 2023-24 respectively due to the financial impact of the pandemic which was very helpful to the charity.

Financial pressures on Council budgets remain challenging. Impacts from the COVID-19 pandemic and other events have also deepened the financial difficulties already facing local government and the public sector more generally across Scotland.

The most recent Council Change Plan agreed in March 2022 confirms the Management Fee savings now required in the two-year period 2022-23 to 2023-24 is £0.495m with a further £0.5m to be delivered during 2024-25.

The pandemic has also fundamentally altered our wider operating environment and changed customer expectations resulting in a detrimental impact on our ability to generate income. This situation is now further compounded by the cost-of-living crisis which reduces discretionary spend available for culture, sport and leisure activities within our communities.

Finding a solution for ANGUSalive to operate within a sustainable financial envelope is crucial to the future of the charity and its services. A transformation project is being progressed to identify a viable business model for the future of service delivery and enable development of complementary new opportunities.



# ANGUSalive Service-Wide Activities and Projects



## Reopening following second lockdown

**A**NGUSalive began reopening its doors from Monday, 26 April 2021 with libraries and sports centres amongst the first of its venues to reopen.

We had to close our doors on Christmas Eve, 2020, as part of another nationwide lockdown with only some outdoor holiday activities such as biking, canoeing, football and multi-sports able to take place in April 2021.

All sports centres reopened from Monday, 26 April allowing access to the fitness suite, gym, lane swimming and family swim sessions and racquet sports such as squash, badminton and short tennis.

There were outdoor adult fitness classes on offer until indoor adult fitness classes resumed mid-May. These classes included HIIT, Zumba, Kettlebells, Circuits, LES MILLS® classes BODYATTACK™, BODYBALANCE™, BODYCOMBAT™ and BODYSTEP™.

Sports centres were also able to provide contact sports, junior club activities and coached sessions both indoor and outdoor for those up to the age of seventeen years. For adults aged eighteen plus years, non-contact sport was allowed outdoors, with only individual exercise permitted indoors.



The ANGUSalive app, launched in January 2021, continued to provide customers with live streaming and on-demand fitness classes.

The county's libraries also reopened for limited browsing and ACCESS Services. The Mobile Library Service resumed with mobile vans 'Isla' and 'Glen' bringing a selection of books and services to a number of rural locations around Angus.

Monikie, Crombie and Forfar Loch Country Parks remained open during the period and began reintroducing outdoor activities, including watersports and outdoor bootcamps from April 2021.



ANGUSalive Museums and Galleries reopened with a phased approach and began with Arbroath Signal Tower Museum on 1 June, Forfar Meffan Museum and Art Gallery on 19 June, and Montrose Museum and Art Gallery on 26 June. Local family research via Angus Archives also resumed by appointment only and remotely from 6 May 2021.

With the Reid Hall, Forfar, Montrose Town Hall and Arbroath Community Centre being utilised as the county's main Vaccination Centres, our other halls, Inglis Memorial Hall in Edzell and Kirriemuir Town Hall along with the Webster Memorial Theatre in Arbroath reopened its doors on Friday, 1 October 2021, before closing again in December 2021, before finally reopening in February 2022.

#### Film Club - Movies on the Move


In 2016 the Scottish Library and Information Council (SLIC) created six pilot film clubs in selected public libraries across Scotland. Funded by Creative Scotland as part of its 2014-17 Film Strategy, participating library services received film equipment and training so they could screen films.

SLIC's Film Education project aimed to improve the provision of film and moving image education by bringing together communities to watch, discuss and learn about film in areas with little to no existing provision. The project was a direct link to strategic aim five of Scotland's first public library strategy ambition and opportunity.

ANGUSalive was delighted to join the project with ten other authorities in phase two, where we received funding to purchase equipment and licensing to show films in our local communities.

The pandemic put a halt to our plans but in October 2021 we were pleased to hold our first event, a screening of Casper, at Montrose Library with seventeen people in attendance. We showed another two films in December 2021 when we began our Movies on the Move programme, hosting film screenings at The Webster Theatre Arbroath, where 274 people attended our festive matinee and family screenings of White Christmas and The Polar Express.

Many attendees have been people who have English as a second language and our matinee screenings have been popular with residents and staff at local care homes. We hope to build on this by hosting foreign language and relaxed screenings.

Aligned with strategic aim 

# Healthy Steps Angus





#### Health Walk Co-Ordinator

This project is an excellent demonstration of what can be achieved through effective partnership working and a shared agenda to increase physical and mental health for people of Angus through activity which is free and accessible for all, and which supported a range of demographics and people with long term conditions.

ANGUSalive's Outdoors Physical Activity Lead (supported by Get Out Get Active) completed a Paths for All Funding application and in the process engaged with Angus Council to get involved in the

project as a funding stakeholder. A robust application was completed highlighting key data and needs from Health and Social Care Partnership which focused on Angus Localities and demographics.

The role will focus on recruiting, developing and retaining a network of volunteers who will work closely with communities to support existing health walk provision and identify new walks pertaining to local needs. These walks will be accessible and inclusive with the post holder in place by June 2022.

Aligned with strategic aims  

### Launch of the Culture App

Hot on the heels of the Sport & Leisure app, launched in January 2021, the magic of Angus' libraries and museums was brought directly to homes via the Culture Club within the ANGUSalive app from July 2021.

This addition to the app provides a selection of fun activities and features for all ages, including Bookbug sessions, bedtime stories, craft sessions, LEGO builds, audio stories and access to eBooks and eMagazines.

People can join Angus Libraries via the app as well as browse the library catalogue online with its rich range of adult fiction and non-fiction, audiobooks, biographies, junior fiction and large print to name but a few.

Learning about Angus' past is also a doddle with Let's Explore an Object, where the history of some fascinating and quirky museum objects are shared.

The app will continually be developed with new features being added. Look out for reminiscence sessions, adult shared reading, 'Let's Explore' stories and 'How to' video sessions.

By 31 March 2022, the app had attracted more than 600 on-demand views.

Aligned with strategic aims **3** **4**



### New cultural strategy for Angus

Commissioned by ANGUSalive and the Angus Place Partnership at the outset of the pandemic, a new cultural strategy was launched in August 2021 to set out an exciting forward plan and additional support for Angus' local culture and heritage sector as it emerged from lockdown.

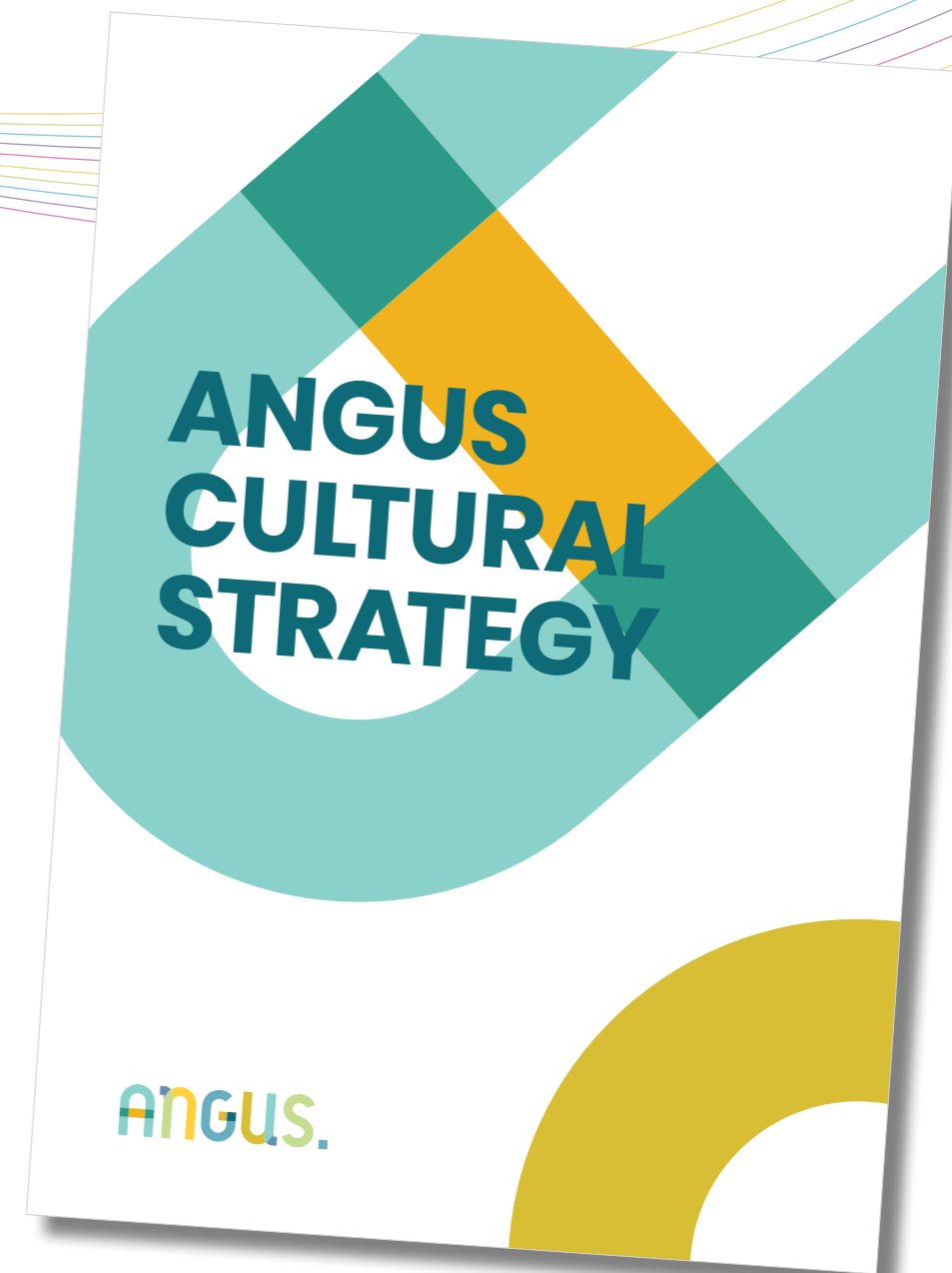
The strategy was developed by consultancy Culture Radar with invaluable collaborative input from almost 200 local culture and heritage professionals, freelancers and community groups with support from Angus Council, Creative Scotland and the Angus Community Planning Partnership.

The sheer range and diversity of Angus' culture and heritage offering was highlighted through the strategy creation process as a considerable strength for the county to shout about, with two hundred plus cultural organisations, community-led groups, home-grown festivals and events identified.

Angus' culture and heritage plays an important part in Angus' tourism and the new strategy sets out how it can not only help re-build local tourism, but also bring new life into its high streets for the benefit of visitors as well as businesses and local communities.

A priority that emerged through consultation was that more people could benefit from engaging with cultural activities on offer in Angus and they should be helping young people build their confidence and options for the future.

A new group was established (with support from Angus Council and ANGUSalive) to steer delivery of the Angus-wide plan. The Angus Culture and Heritage Consortium will be made up of Angus-based organisations, community groups



and creative freelancers to ensure all parts of the sector are represented and have a voice in prioritising activities. The Consortium will be hosted and led by ANGUSalive who will also be recruiting a dedicated full-time project manager to oversee the plan's delivery.

Aligned with strategic aims **2** **4** **5** **6** **7** **9**

#### Kickstart Scheme

In April and May 2021 ANGUSalive was successful in securing funding from the Department for Work and Pensions (DWP) through the kickstart scheme to create 6-month new job placements for

16- to 24-year-olds on Universal Credit who are at risk of long term unemployment.

The job placements would benefit young people in Angus with limited skills, but who were clearly job ready, and who were finding it hard to get into employment.

The young people have received support, training and genuine work experience and two have been given the opportunity of being kept on for a further six months, which can be used as a steppingstone into a job, a training scheme or education.

Aligned with strategic aims **1** **5**

**Spotlight On**  
Cross-service

# Team Development with D&A College

## Providing a toolkit to support our teams in their operations

To support our employees in their reporting and communication practices ANGUSalive utilised funding from the Flexible Workforce Development Fund to undertake two separate projects.

Two project teams, with representatives from across ANGUSalive, were created. The projects began in September 2021 with final recommendations presented to the charity's Senior Management Team in February 2022.



### Outline and Methodology

Various meetings were held with the D&A College Project Lead to confirm deliverables, agree the best approach within the timescales and decide on the actions required for the project team members. ANGUSalive colleagues outwith the project teams were also consulted to identify further information and insight to inform the projects.

Held on Microsoft Teams, in line with COVID-19 safety protocols, the meetings consisted of group discussions and break-out sessions to explore ideas, share gaps and provide suggestions for improvement.

The two projects were:

- 1) Key Performance Indicator (KPI) reporting
- 2) Internal communications

### KPI Reporting

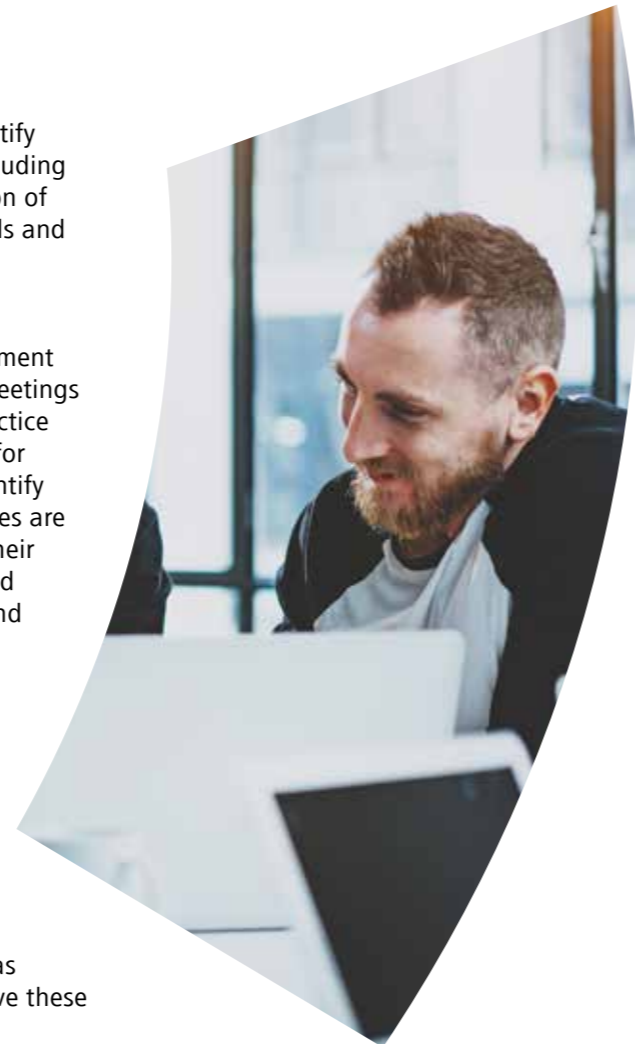
**Overview**  
The project aimed to identify and review key topics including the sourcing and collection of data, development of skills and reporting requirements.

### Approach

Consultation and engagement was facilitated in team meetings in order to share best practice and provide suggestions for colleagues looking to identify both the metrics employees are required to report on in their respective service area and how to record, compile and report on the findings.

### Outcomes

As part of the KPI reporting project, recommendations were presented and these included the alignment of KPIs to actionable objectives for each service area. This was to ensure efforts to achieve these



goals are trackable, there was also the implementation of a unified methodology for the collection and presentation of performance data, which is accessible and understandable at all levels within the organisation and the development of training resources to increase the data literacy of our employees to support a workforce that can make data-enabled, informed decisions.

### Internal Communications Planning and Support

#### Overview

The aim of this part of the project was to develop the communications strategy launched in July 2017.

This had set the foundations for a framework to plan and target messaging for internal and external groups and propose regular meetings and opportunities for leaders across the organisation. The team aimed to develop the strategy and work together to improve cross team communications and to discuss key business challenges and successes, whilst making active decisions on areas to develop throughout the next year.

### Approach



Project team meetings were held to discuss the topics proposed and investigate outputs that could be created, delivered and recommended.

### Outcomes

Outputs and recommendations delivered by the Communications Project Team, included a revised Communications Framework which provided a guide for all staff at every level within the organisation and detailed the importance of communication and the practices that should be carried out at key meetings including appraisals and one-to-ones with line managers.

Suggestions for improvements included service-specific team meetings and an annual employee survey was recommended.

Several training resources were also created including a guide on the best practice for reporting and managing meetings.

Aligned with strategic aims  



## Spotlight On Cross-service

"Recognising the value of our employees is one of the aims at the core of our charity and this exercise has been fundamental in both the continued support of our staff and encouraging their development, particularly as they navigate the changing environment of our services as we get back to business post-pandemic. As an organisation, we continue to work on implementing and embedding the recommendations and improvements from the project into our practices."  
*Iain Stevens, Senior Manager, Business Management & Development, ANGUSalive*

**Did you know?**  
Key Performance Indicators (KPIs) play an important role for many companies, forming a strong basis to execute a strategy that helps differentiate themselves from their competitors, drive sales, profits and stimulate long-term growth.  
*Chartered Management Institute (CMI) website*

**Key Fact**  
SMART objectives were established in 1955 and are now firmly established within most successful companies, they are used alongside most end-of-year appraisals.  
*Chartered Management Institute (CMI) website*

**Did you know?**  
Effective internal communication is important for developing trust within an organisation and has a significant impact on employee engagement, organisational culture and, ultimately, productivity.  
*Chartered Institute of Personnel and Development (CIPD) website*

"As part of our business training provision at D&A College, we work with organisations to identify skill requirements and opportunities to support their staff. For ANGUSalive, this meant the development of reporting and internal communications processes. I was encouraged by the focus of the team involved and worked with them to identify streamlining communication to enhance and improve on existing procedures."  
*Mina Welsh, Consultant Business Trainer, D&A College*

**Did you know?**  
The Flexible Workforce Development Fund (FWDF) was introduced by the Scottish Government to provide employers with workforce development training to up-skill and re-skill their existing workforce.  
*Scottish Funding Council website*





# How We Stack Up

You will find a summary of the services of Libraries, Museums Galleries and Archives, Sport & Leisure, Countryside Adventure and Theatre & Venues at the start of each section in this report, including an overview of how they stack up for this period.

The caveat to these figures is most services were either fully, or partially, closed during periods of prolonged pandemic lockdowns and therefore they are not wholly reflective of the service when it operates at full capacity; they do however give an indication of the engagement and attraction during this period, which is still largely positive and encouraging, despite the challenges faced.

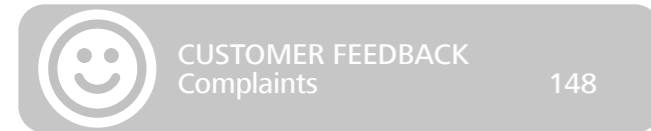
## Business Management and Development

In addition to the five service areas, business support, development and marketing support is provided by the business management and development team.

This unit manages all the service level agreements for the support services and contracts that the charity has with third party providers. This team also supports customer care, safety, health and wellbeing and information governance for the charity.

## Customer Care

ANGUSalive has a clear focus on customer service excellence and our Customer Charter outlines our commitments. We actively welcome and value feedback from our customers so we know how well we are doing and what we can do to improve.



## Safety, Health and Wellbeing (SHW)

Our SHW framework ensures that all incidents are monitored by the Senior Leadership Team, in conjunction with the Health & Safety Compliance team, to ensure compliance with policy and associated guidance with remedial actions taken where required.



## Information Governance

As a charity, we have policies and procedures in place covering the key information governance themes as below. The Senior Information Officer and Information Office monitor all requests for information and data breaches with appropriate action taken where required. This information is also shared with the Leadership Team.

As is required by the Freedom of Information (Scotland) Act 2002 we have produced and maintain a publication scheme setting out the types of information that we routinely make available. This is available on our website.

INFORMATION GOVERNANCE	
Freedom of Information Requests	12
Data Protection Breaches	12
Environmental Information Requests	7
Access to Personal Information Requests	0
Responded to Within 20 Day Timescale	0

## Gender Pay Gap

Under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 it is now a legal requirement for any organisation with 250 or more employees to publish and report specific figures about their gender pay gap annually. In accordance with the requirements, our gender pay gap data is reported on the UK Government website. It is also published on our website, accompanied with a written statement from our Chief Executive.

## Social Media

ANGUSALIVE SOCIAL MEDIA		LIKES	FOLLOWERS
	ANGUSalive	3,843	4,279
	Libraries	3,037	3,244
	Sport & Leisure	8,234	8,562
	Museums & Galleries	2,838	3,105
	Countryside Adventure	5,122	5,458
	Archives	5,559	5,859
	Theatre & Venues	3,059	3,324



## Highlights From Libraries



**A**NGUSalive is responsible for seven libraries across the county which includes delivery of Angus Council's ACCESS service. We offer a range of traditional and innovative library services through our network of seven full-time burgh libraries, two mobile library vehicles, a home delivery service and an extensive outreach programme.

Library members can select from a stock collection of over 170,000 items that includes fiction, non-fiction, local history and reference material for all ages in print and digital formats. Our growing collection of eBooks, eAudiobooks and eMagazines 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 into 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.



# How We Stack Up

During lockdowns, our libraries colleagues adapted to bring information and continued reading to support its members to stay active and creative during lockdowns. This was enabled through the Libby app to provide access to borrowing of ebooks and audiobooks. Members were continually informed and, when safe to do so, were welcomed back to enjoy activities as they restarted, such as Bookbug, as you can read more about below.

Despite the closure for our libraries, online tools along with the restart of the Mobile Library Service helped to gradually welcome visitors back and encourage attendances as outlined below:



## Bookbug returns to Angus Libraries

Bookbug made a return in September 2021 this first time since lockdown in March 2020. Bookbug sessions are a free event for children aged 0-5 -years-old, and their parents or carers to enjoy songs, rhymes and a story. An initiative led by the Scottish Book Trust, Bookbug sessions can help develop children's social skills as well as their language and speech development.

An important element of in-person sessions is creating that sense of community and bringing people together to participate in a shared experience. It is a chance for parents and carers to come together and share moments of fun and laughter with their children and each other in a relaxed, welcoming and inclusive environment.

Bookbug sessions were very-much missed by parents everywhere during the pandemic when in-site

classes could not take place. It can be a lifeline for some new mums and dads when they have their little ones to get out the house, socialise and meet fellow parents and carers. ANGUSalve was delighted to be able to bring Bookbug back to venues for the Angus community with other face-to-face sessions such as after school clubs and adult groups were also reintroduced to the library What's On programme.

Aligned with strategic aims

## Macmillan in the Libraries

Macmillan areas have now been created in Forfar, Montrose and Brechin libraries, meaning that anyone undergoing their cancer journey has access to the most up-to-date Macmillan information and leaflets in all seven of our ANGUSalve libraries.

We have recruited and trained three additional Macmillan volunteers to offer support sessions to help with a wide range of topics from finance to transport to more in-depth information about treatments and staying positive. We also provide a safe space for anyone needing to share experiences at what is a difficult time.

Aligned with strategic aims

## Tealing Community Outreach

Tealing Village's Covid Volunteer Group worked together with residents to create and launch a small community library called The Book Shed, with funding help from SSE Energy Services (part of the OVO family) and Tealing Community Council. We were approached by a member of the group to look at ways we could support them.

Our Home Delivery service not only delivers to individuals who are housebound but to care home and sheltered housing residents. From October 2021 we started to deliver a bi-monthly supply of almost one hundred books to The Book Shed to support their community project.

To help launch the initiative an author session was held in Tealing Hall, where we met with community residents and discussed with them the services, we have available for rural communities, promoting our Mobile Library service which stops in Tealing, our digital services and how we can support reading groups. Over thirty people attended the

launch event and feedback from all was very positive.

Aligned with strategic aims

## Author talks return to Book Week Scotland

Author talks and the return of school visits were amongst the activities which returned for Book Week Scotland (15 to 21 Nov 2021). Book Week Scotland is an annual celebration of books and reading that takes place across the country and is organised by the Scottish Book Trust. It aims to bring people of all ages and all walks of life together to share the joy of reading. ANGUSalve Libraries had several events taking place over the week, including talks by well-known authors Andrew Murray Scott (Monifieth), Jess Smith (Kirriemuir), Kirsten McKenzie ((Montrose) and Chris Longmuir (Forfar). While the number of attendees was down on previous years due to capacity restrictions surrounding the COVID-19 pandemic, we received positive feedback from both authors and readers pleased to see the return of such events.

The ANGUSalve Libraries Team also visited schools in Angus to promote the library service, engaging children in reading and delivering Bookbug family bags to Primary 1 as well as the 'Read, Write and Count' bags to Primary 2 and 3 children. The bags were full of books and resources to help inspire children, parents, guardians and carers to develop a love of reading. Due to the COVID-19 restrictions, the team had restricted engagement with Angus schools; however, sixty-three children and nineteen adults received gifted packs from the libraries team during November.

Aligned with strategic aims

## TSB Pop-up Banking

In 2021, we were approached by the TSB as the local Montrose branch was due to close, they were looking for a space to hold pop-up banking sessions to support their customers with digital banking enquiries and felt that the library would be an ideal location.

Our Libraries Operations Lead at Montrose Library met with the branch manager for a walk-through of the library building and we settled on The Christison Room. The pop-ups began when we re-opened after the second lockdown in April 2021. The arrangement was working well and was extended in Spring 2022 to continue until at least Autumn 2022. The service has proved popular with customers after an advertising campaign by the TSB on social media platforms which they backed-up by writing to all their customers with details of the sessions.

Aligned with strategic aim

## Look Ahead

From April 2022 onwards, the Libraries team will be focussed on several developments including:

- The creation of an outreach project with our mobile libraries, as we aim to bring more comprehensive library services to our rural customers.
- Return and development of our 'What's On' activities including more Bookbug Sessions, Reminiscence Groups, Young at Heart groups and more!
- Strengthening of our relationship with Macmillan Cancer Care with the introduction of a unique therapy space within Forfar Library.

**Spotlight On**  
Libraries

# Digital Service Improvements for Angus Libraries

## Digitising resources and providing access beyond the library walls

From the initial rollout of a new point of sales system and online borrowing in 2017, the outreach of our digital services in libraries has been enhanced through the introduction of self-service kiosks and the launch a new library reading app, 'Libby'. We also issued our members with two new subscription services, digital newspaper distribution from Pressreader and genealogy records from Ancestry®.

As we continue to look at opportunities to enhance service delivery, despite the challenges of the COVID-19 pandemic, the team have endeavoured to bring to life new technologies, launch new products and provide greater access to library services throughout Angus.

## Self-Service for a More Efficient Book Borrow

### Overview

In July 2021, we launched self-service kiosks in all seven ANGUSalve libraries with our partner Bibliotheca. The self-serve stations utilise RFID (Radio Frequency Identification) technology to wirelessly identify and secure library items within our library management system.

The devices enable customers to borrow, return and renew items more easily, as well as view their ANGUSalve library membership.

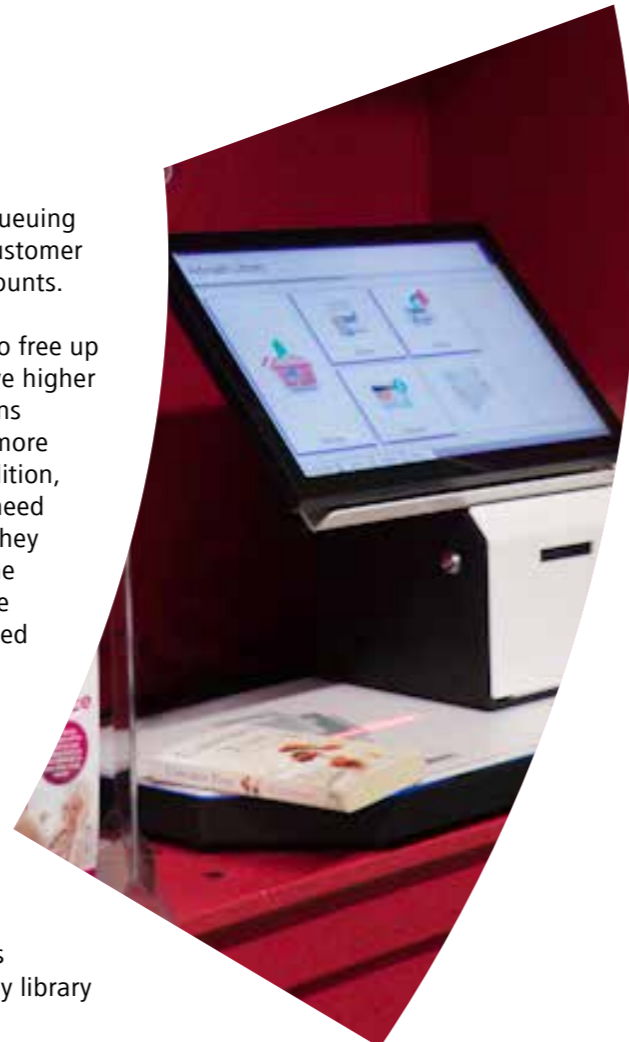
### Approach

There are several benefits to self-service kiosks including an improved customer experience through service delivery efficiencies; providing the customer with improved flexibility,

choice and reduction in queuing times, empowering the customer to manage their own accounts.

The self-service kiosks also free up our team members to have higher value customer interactions such as supporting their more complex enquiries. In addition, as the kiosks reduce the need for face-to-face contact, they have been beneficial in the service's recovery from the contact restrictions imposed due to the COVID-19 pandemic.

Our Information Advisors have been actively engaging with borrowers to facilitate their use of the kiosks and this significant investment has been positively received by library customers.



All team leads were involved and the Library Operations Leads now manage kiosks in their own sites, facilitating our Programming Leads and Resource team (Adult and Communities Lead, Children and Families Lead) to proficiently manage eResources.

### Outcome

From installation, we have seen increased usage of the kiosks by library members. Moving forward, we look to promote further application of the kiosks, including for self-issue of reservations.

The kiosk's statistics are monitored monthly and compared to our data on issues and returns.

In the first nine months of use, 6,960 books were issued and 12,989 were returned by our customers through the self-serve kiosks

Aligned with strategic aims: ① ③

"We have discovered the self-issue kiosks allow a certain amount of anonymity in borrowing habits. For example, it allows a customer to borrow from our 'Take Control' or Mental Health and Wellbeing collections privately, encouraging greater uptake of these collections"

*Christine, Adult and Community Libraries Lead, ANGUSalve*



**Did you know you can check out your own items?**

Ask a staff member for more information about our self-service options.



**You can check out your own items**



- 1 | Scan your library card**  
Select Borrow on the touch screen. Place the barcode under the scanner until the selfcheck registers your account information.
- 2 | Insert books**  
Place books, barcode up. Wait until the titles appear on the screen. Continue this process for all your items.
- 3 | Confirm your items**  
Review the list of items and ensure all your items are identified and properly checked-out. Press finish.
- 4 | Choose a receipt option**  
You're all done! Pack up your library items and you're ready to go!



## Spotlight On Libraries

### New Products for ANGUSalive Libraries

As our teams continue to develop progressive services across the public library provision, in March 2022 the following on-demand services were introduced to the ANGUSalive app.

#### Libby

Our digital library migrated to the award winning 'Libby' app allowing members to borrow resources easier and faster than before.

Available to download from the Apple App Store or Google Play, the award-winning, much loved app globally for libraries provides ANGUSalive library members with the ability to:

- Browse the library's digital catalogue of books - From classics to best-sellers
- Borrow and enjoy eBooks, eAudiobooks and eMagazines
- Download titles for offline reading, or stream as required



"Looking towards the future of libraries, we are so encouraged to see how many of our members enjoy using the digital library resources within Libby, Pressreader and Ancestry@.

ANGUSalive's aim is to support our customers and meet them where they are – demonstrating that a library service stretches well beyond the physical building.

To support our new technologies, we have invested in our traditional sites through the introduction of the self-issue kiosks, allowing our members greater independence in using the library and ensuring that staff time is used to support those members with more complex enquiries; as well as continuing to run a wealth of activities for young and older members alike."

*Kirsty Sutherland, Libraries Team Leader, ANGUSalive*

#### Did you know?

Pressreader went live on 23/03/2022 - there were 279 unique sessions before the end of the month (this means users accessed the service 279 times in those 8 days)

#### Pressreader

Libby users now have access to pressreader for instant access to newspaper and magazine publications from over 120 countries: available in more than 60 different languages.

The digital newspaper distribution services is the place for members to read thousands of newspapers and magazines from around the world, and closer to home, via the 'Libby' App.

Titles range from major national broadsheets including The Independent and The Scotsman, to local papers such as The Courier. Previously, customers could only access three daily newspapers and their local weekly newspaper by visiting their public library.

In addition to the Angus Archive collections of historical records from the burgh, the Libby app also provides a subscription to genealogy website Ancestry@ supporting our members who are keen to trace their lineage or build a family tree.



**8,680**  
eBooks borrowed



**10,460**  
eAudiobooks borrowed



**15,384**  
eMagazines borrowed

## Borrow ebooks, audiobooks, magazines & more.



#### Did you know?

Pressreader meets the needs of settled refugees or multilingual members who can access and read newspapers in their own native language. This includes Ukrainian which has been helpful for our teams as they have been supporting displaced Ukrainians.

#### Key Facts

Thousands of public libraries offer ebooks and audiobooks (for free!) in Libby (Libby App website).

# Highlights From Museums, Galleries & Archives

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.

ANGUSalive cares for and manages 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.

ANGUSalive Museums are also a great source of tourist information and we are proud to be part of iKNOW as a VisitScotland information partner, sharing the local amenities and attractions of Angus.

Angus Archives, also managed by ANGUSalive, cares for historical documents which are a 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. Angus Archives collects, preserves and makes available the written and photographic heritage of Angus covering: Arbroath, Brechin, Carnoustie, Forfar, Kirriemuir, Montrose, Monifieth and many rural areas of Angus.



# How We Stack Up

Our teams across museums, galleries and archives adapted to engage with audiences in different ways, including a social media campaign 'Then and Now', to ensure creativity was not forgotten during these challenged times.

Despite the museums being closed during much of this time, the team welcomed many visitors and attendances when they were able to reopen:


 **9,202**  
Visitors

**2,835**  
Items added to catalogue 

**11**  
Exhibitions Held 

 **1,926**  
Collection and Research Enquiries

**289**  
Attendances at Museum, and Archive Activities 

 **966**  
Number of Archives Items Viewed

 **617\***  
Culture app downloads  
\*As at 31 March 2022

## Return of Angus Archives Volunteers

During 2021, Angus Archives welcomed the return of our volunteers. Working closely with Voluntary Action Angus, in the months following our reopening, the archives further expanded the team, taking on six new volunteers. The new members of the team have been helping us to digitise and index our collections, making them more accessible to future researchers.

Volunteers to the archives join for a variety of reasons; to pursue their

interest in aspects of local history, to gain work experience, or they are seeking a career in cultural services. Our teams of volunteers provide a vital role in supporting the delivery of the Archives service, helping build community involvement and providing people with meaningful opportunities.

One of our volunteers has assisted by transcribing and translating medieval Latin documents from the medieval papers of the Royal Burgh of Brechin. Amongst the documents discovered by the

project was document from John, Bishop of Brechin, gifting Brechin Cathedral with a silver and gilt cup in a leather casket, dated 14 April 1434. This document, and others he has worked on, will be on display at Brechin Town House Museum the Brechin Cathedral: 800 Years of Worship exhibition during 2022.



Aligned with strategic aims  

## Then & Now

At the beginning of 2021, Angus Archives launched a new series of Facebook posts to help engage with audiences throughout the lockdown period. The Then & Now series took to the streets of Forfar, Arbroath, Montrose and Brechin, and, using historical images from the collections, recreated the same view in the present day. The project gave people a unique opportunity to see how scenes we take for granted have changed over the years.

As popularity in the Facebook features grew, we reached out to members of the public who volunteered to get involved and help capture images of the towns in which they live. We had volunteers from Arbroath and Forfar who took part in the project and helped engage with the community.

The series attracted fantastic attention on Facebook with a total reach of 182,531 and an engagement rate of more than 32,400 interactions. The Archives plan to use this template as the basis for future reminiscence engagement activities.

Aligned with strategic aims  

## Ages of Wonder Finale

June 2021 saw the reopening of ANGUSalve's Meffan and Montrose Museum for the first time since the Covid pandemic caused their closure in March 2020. The two museums reopened to host the finale of the Royal Scottish Academy 'Ages of Wonder' touring exhibitions.

In partnership with the Royal Scottish Academy of Art & Architecture (RSA), the Meffan Museum & Art Gallery showcased


the 'Ages of Wonder: The Art of Etching' exhibition from Saturday 19 June whilst the trust's Montrose Museum featured 'Ages of Wonder: The Life School'.

It was the first time these exhibitions had gone on show in Angus (or indeed the northeast of Scotland) and it was also the last chance for many to see these critically acclaimed exhibitions as this was their final stop as part of its national tour.

The Royal Scottish Academy was established in 1826 and remains Scotland's longest established artist-run society. Its original 'Ages of Wonder: Scotland's Art 1540 to Now,' exhibition which ran in 2017, builds on the moment in 1910 when the RSA transferred a number of significant works to the National Collection. 'Ages of Wonder: Scotland's Art 1540 to Now' was the largest exhibition the RSA has ever put on display.

The two touring exhibitions included significant collections from the original exhibition on display in 2017, combined with contemporary works produced live by artists in the galleries during the exhibition.

Enabling new audiences the chance to enjoy a part of Ages of Wonder is at the heart of the Royal Scottish Academy's vision as a national institution and ANGUSalve was delighted to support this vision and create a space for Angus residents and visitors to enjoy these culturally significant works.

Aligned with strategic aims 

## Genealogy Voucher

Angus Archives launched their new genealogy voucher in December 2021, giving people the opportunity to gift friends and family time with one of our family history experts, whether in person or remotely.

The research service has been running for more than twenty-four years and it has always been a popular aspect of the work we carry out. The service has allowed us to provide family and local history novices, or people who live outside Angus, with dedicated research time and expertise. Over the years we have researched individuals, families, properties and businesses.

This new voucher promotes the work of the Archives, introduces a new aspect of the service and offers a unique and personalised gift idea for people living locally and overseas.

Aligned with strategic aims  





### Montrose Museum Reimagined

ANGUSalve received over £55K from Museums Galleries Scotland's COVID-19 Museum Development Fund and £12k from the Montrose Common Good Fund to help reimagine Montrose Museum and Art Gallery to place the museum at the heart of the community and explore the untapped potential of its collections.

The twelve-month funding award allowed for the first phase of the exciting redevelopment project, involving collections research and planning to produce an ambitious proposal which will transform how the museum uses its collections to bring communities together, promote health and wellbeing, and explore issues of place and identity.

The funding also enabled the recruitment of two Project Collection Technicians who worked with the Collections Team to research, digitise and conserve artefacts donated over the museum's 180-year history. At the end of the process, they had accessioned (formally accepted into the Angus Council Collection) 938 objects, digitally catalogued 1,198 objects, adding them to our collections management system (Adlib). In addition they also improved the digital records of 2,453 objects, whilst also physically improving the condition and storage of the objects.

The funding allowed for the purchase of archival packaging and storage equipment to improve the conditions for collections at the Museums Collections Store and at Angus Archives the Montrose Dean of Guild plans collection, which contains over 2,000 plans were repacked and better conserved. They range in date from around 1849-1975 and contain private and council housing plans, public

buildings, industrial and commercial properties. The plans are extremely useful when researching house history, often giving researchers a better glimpse of the property where an ancestor once lived.

Aligned with strategic aims **2**

### Look Ahead

From April 2022 onwards, the Museum, Galleries & Archives team will be focussed on key service developments including:

- Scotland's Year of Stories events – Celebrating stories inspired by, written, or created in Scotland, held at Angus Archives, the exhibition will be programmed from March - July 2022, 'In Their own Words' will showcase archival and museums' collections, which documented the works and contributions of a small selection of Angus' many influential literary figures including J.M. Barrie.
- Signal Space – In this next phase of development at the Signal Tower Museum we have secured funding to engage architectural designers to deliver community workshops in collaboration with partners Reach Across and local volunteers. The aim is to create a design which will transform the museum's garden and courtyard spaces, making them more accessible to the community and visitors.
- Montrose Museum Reimagined Developments – ANGUSalve will conclude the initial year-long funded project to gain a comprehensive understanding of treasures held in the collection and deliver an exciting vision of the future potential for the museum.
- Meffan Winter Show Returns – A popular event in the arts calendar, 2022 will see the return of the annual exhibition and awards at the Meffan Museum and Art Gallery.



# Signal Ahead! At Arbroath's Signal Tower Museum

## Regeneration of a popular and distinctive destination

Nestled in the harbour of Arbroath, the latest developments at the museum focussed on augmenting the customer journey through the regeneration of its prominent tower.

Part of a wider development project for the museum, which in recent years has seen the

launch of the Lens Room to respectfully and securely house the Bell Rock Lighthouse's oldest held lens in the collection and the development of the Museum's cottages into living histories of the town's rich fishing and maritime heritage. The aim of this phase was to amplify the customer experience and provide admission to a previously inaccessible part of the museum.

## Tower Access Project

Visitors to the museum had previously only been able to climb the dramatic spiral staircase and visit the tower room during infrequent special events, as unfortunately, the internal décor of the tower room and stairs had fallen into disrepair, making it inaccessible and dangerous. This has prevented the public from being able to enjoy the unique 360 views of Arbroath: vistas that truly make the Signal Tower a special place to visit.

## Overview

The project aimed to renovate the tower space at the museum to enhance the visitor experience.

The funding to achieve this was provided by Angus Council's Arbroath Town Centre Fund, which aims to stimulate and support place based economic investments which encourage towns to diversify

and flourish, creating footfall through local improvements and partnerships.

For the Signal Tower Museum, this meant that the tower room could be sympathetically restored and brought back to life for our visitors to enjoy and that essential safety features could be added.

The project also saw the introduction of 360 tours, translated into Gaelic, Romanian and Polish, and the provision of Virtual Reality (VR) headset which now provides increased accessibility to all visitors.

ANGUSalive reopened the tower at the Signal Tower Museum, with tours beginning on Saturday, 30 October 2021.



## Challenges

The decoration posed many challenges including completion of all paint works, as due to nature of paint effect in tower room, it took longer than expected. The paint work at the time of the original project was designed to resemble a wood-effect which required a specialist painter to recreate.

## Outcomes

The public access and guided tours have increased footfall to date with 225 visitors braving the 70-step climb to the top of the Tower.

Aligned with strategic aims



## ANGUSalive would like to thank the following partners who were involved in the project



### • Arbroath Town Centre Fund

Thanks to a funding award of £34,000 from the Arbroath Town Centre Fund the renovation of the tower was able to be carried out and the production of the 360 tours.

### • Developing the Young Workforce (DYW) Angus

DYW played a crucial part in the development of the VR tours, helping to expand our virtual content.

### • Airborne Lens

Airborne Lens facilitated the production of the 360 views of the galleries and tower, designed the final layout and the installation of both the VR headsets and the tablet translated tours.



## Spotlight On Museums, Galleries & Archives

"There were a lot of interesting [information] panels to read as well as artefacts and fascinating models depicting the lighthouse's construction. The icing on the cake was being able to see the lighthouse on the horizon from the upstairs window."

*M&D W, Visitor,  
TripAdvisor*

"We had a great visit to the Signal Tower Museum. The staff are so welcoming and friendly. A special thank you to Karen who guided us up the recently opened tower. We heard some great stories and got the most amazing views of Arbroath. My kids aged 5 and 10 loved it!!!!"

*Rod, Visitor, TripAdvisor*

"This is an excellent opportunity to be involved in such a unique collaboration designing this exciting multi-use outdoor space."

*Community  
Member, Signal  
Space Project*

"We're really excited to be able to allow visitor access to this part of the building, it is an iconic tower and many visitors are keen to climb the 70 steps and ladder into the room. To ensure the opportunity to view the tower room is inclusive, we worked with The Airborne Lens Company to produce a virtual reality view which has given us the opportunity to offer a virtual visit that is also available in Gaelic, Polish and Romanian."

*Rachel Jackson,  
Operational Lead,  
Museums, Galleries  
& Archives,  
ANGUSalive*

### Looking Forward | Signal Space

We were also successful in achieving funding to develop a community project at Signal Tower Museum to enhance the attraction's garden and courtyard areas. The Heritage Lottery Funded 'Steps to Sustainability' project aims to make heritage organisations more sustainable and funding from a grant of £4,000 will enable this development.

In January 2021, the team recruited volunteers to be part of this unique opportunity with the aim to collaboratively design the Signal

Tower Museum's garden and courtyard areas in order to generate ideas for a new community destination space, such as a café.

We are working with enthusiastic co-designers Gary Kennedy of KennedyTwaddle & Linsey McIntosh, who co-designed and delivered the V&A Dundee Community Garden, and local charity Reach Across, who provide help and support for people experiencing mental health difficulties.

Since the project launch, KennedyTwaddle have delivered workshops with members of the community and Reach Across. The final workshop is scheduled for September 2022, where a new and inspiring design for the Signal Tower Garden will be decided, as created by its community members.

### Key Fact

The purpose of the building was to allow communication, or signalling, with the keepers stationed on the Bell Rock lighthouse, in the early days of operation the copper ball mechanisms on the top of both Signal Tower and lighthouse were used, in conjunction with flags, as main methods of communication, hence the name 'Signal Tower'.

"It has long been our aim to open the tour to the public which is what made this project so special. The views over Arbroath are spectacular – come and visit us and see for yourself!"

*Adeline Kinsella,  
Team Leader,  
Museums, Galleries  
& Archives, ANGUSalive*

### Did you Know?

The Signal Tower Museum is located near the town's picturesque harbour. Here visitors can learn about the fascinating story of the Bell Rock Lighthouse designed by famous engineers John Rennie (1761-1821) and Robert Stevenson (1772-1850), as well as discover an insight into Arbroath's fishing and maritime past.

# Highlights From Sport and Leisure



ANGUSalive operates seven sports centres and two high-school pools. We offer a varied programme for the local community including group exercise classes featuring LES MILLS® classes, a junior programme, swimming lessons, family swim and inflatable sessions, gymnastics, racquet sports and regular club activities.

BE ACTIVE...live well is an exercise programme aimed at those with a health condition; at the older adult; and/or those who haven't exercised before and do not know where to start. Specialist exercise instructors will support participants to get active at a level that's right for the individual.

Move More ANGUSalive is a partnership between Macmillan Cancer Support, and ANGUSalive. This programme aims to ensure that people living with cancer in Angus are supported to become physically active, both before, during and after treatment.

ANGUSalive bACTIVE sports membership holders can access all our sports centres under their membership. Booking is easy too with the ANGUSalive app. Our monthly and annual bACTIVE members can also enjoy live streaming and on demand classes via the ANGUSalive app.

Our Community Sports Team provides support and advice to individuals, clubs, sports associations or groups on a range of issues. They also establish and co-ordinate several 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.





# How We Stack Up

Despite the pandemic-forced closures of all our leisure sites, the team rapidly adapted to bring online classes to support its members stay healthy and active during lockdowns through the launch of the ANGUSalive app and following reopening, it continues to provide a source of information for timetabling and continued live streaming of classes.

We also welcomed almost three thousand new bACTIVE members during this period and continued creating some new initiatives, such as 'Walk and Talk', 'Get Into Summer' and the launch and adoption of a physical activity and sport framework, you can read more over the page.

Despite the challenges the service faced, the team welcomed several new members and attendances:

<p><b>617,328</b> Sport centres attendances</p> 	<p><b>bactive</b> 5,354 bACTIVE memberships 2,912 bACTIVE sales</p>	<p><b>5</b> Established Community Sport Hubs <b>35</b> Clubs affiliated to a Community Sport Hub</p> 
<p><b>10,169</b> App Downloads</p> 	<p><b>30</b> National Athlete Support Awards (NASA) members</p> 	<p><b>60</b> Angus Club Excellence (ACE) accredited clubs</p> 

## ANGUS ASN PEPAS Network

In January 2022 we launched the Additional Support Needs Physical Education, Physical Activity and Sport Network (ASN PEPAS). The network is representative of partners from ANGUSalive, Angus Council, Active Schools ANGUS, NHS Tayside, Scottish Disability and Angus Disability Sport.

Developing physical competence and confidence from the earliest age is essential for young people to stay active throughout life.

In Angus it will be achieved through our coordinated delivery approach to quality physical education, physical activity and sport experiences.

The network will ensure the delivery by PEPAS is inclusive and accessible through expertise and knowledge of school representatives and other relevant partners enabling children to have the best chance of staying active throughout life.

Aligned with strategic aims **4 5 6**

**1**

To provide high quality PE in School

**2**

Opportunities to transition from PE in school, to community and club sport.

**3**

Wider achievement opportunities exist, including competitive sport.

**3**

Coordinated CPD opportunities for all staff.

## Community Sports Team - Walking Sports

The popular Walking Sports restarted in May 2021 at Strathmore Cricket Club. Forfar Community Sports Hub in partnership with Strathmore Cricket Club and Strathmore Community Rugby Trust. The sessions run weekly on Friday mornings followed by a cuppa and a chat.

Strathmore Community Rugby Trust deliver a walking rugby session to the participants, comprising of passing drills and games to incorporate the skills they have been learning. This is followed by a range of sports which are rotated on a weekly basis. There is cricket, football, netball and basketball. The participants enjoy each session, especially the cricket. Our numbers attending the sessions range from ten to sixteen participants, some who had previous sporting experience and others who are returning to sport and physical activity after a long break.

During lockdown and the recovery period, the coaches and club representatives had conversations with Kirriemuir Connections, the local meeting centre for people living with dementia. These conversations were very encouraging and we had four meeting centre users attending the sessions. The feedback from the carers and families were positive and they can see the benefits it is having on the participants.

The Friday mornings are busy as the Walk and Talk group also use the facility as their base and on occasions several walkers join in the sessions. During September 2021 to April 2022, we moved the walking sports indoors to Forfar Community Campus to allow the programme

to run year-round. During this time Forfar Badminton Club came in to support the sessions and run a badminton session every fortnight.

We have also held discussions with local social prescribers and invited them to sessions to allow them to see what we offer and speak to them about the benefits the walking sports can bring to their clients.

Aligned with strategic aims **4 6**

## Sportscotland Get into Summer Funding

Over the reporting period the Sport & Leisure Team at ANGUSalive were successful in receiving funding from sportscotland Get Into Summer Budget with £36,264 of funding awarded to ANGUSalive via our partnership with sportscotland.

Funding was allocated to all thirty-two Local Authorities in Scotland. The funding was to help improve the wellbeing of children and young people over the summer period.

Below is an outline on how ANGUSalive distributed some of the funds.

- £20,000 was awarded to clubs through the Club Grant Scheme where local clubs were given the opportunity to bid for a maximum of £1,000.00 to encourage them to return to activity. The criteria around the fund was 'continue running free activity, provide new activities free of charge, one free month of club activities, new equipment for existing or new club activities'.
- £4,000 was awarded to Strathmore Cricket Club to run a 4-week summer programme which was free of charge and provided lunch to all participants.

- £2,500 was used towards providing free spaces at camps run by local clubs and organisations (Forfar Farmington Football Club, Dryburgh Football Club, Brechin Community Trust and Brechin Cathedral Boxing Club).
- £1,000 to Strathmore Rugby Club to run a week-long rugby camp for boys and girls.
- £150 for facility hire to work with Montrose & District Swimming Club and Arbroath St. Thomas to provide six weeks of free swimming activity lead by club coaches.

In addition, we supported club coaches in re-training and upskilling themselves following the pandemic.

We worked with Active Schools to identify children to offer up activities prior to opening the activities up to the remainder of the pupils.

Partners included Active Schools, sportscotland, Angus Council and local clubs.



Aligned with strategic aims **4 5 6 9**

## Look Ahead

From April 2022 onwards, the Sport & Leisure team will be focussed on service enhancements, including:

- Enhancing the Customer Experience - To ensure the sport and physical activity offering in Angus remains competitive and attractive to current and prospective members, the gym facilities at Arbroath Sports Centre, Brechin Community Campus and Montrose Sports Centre will be fully refurbished and include functional training, strength, resistance and cardio zones linked to the latest fitness technology.

# Launch of Angus' Sport and Physical Activity Framework

## Angus is a place where an active life is accessible for all

From the initial conception in 2020, this unique partnership approach was founded to create, promote and enhance opportunities for sport and physical activity for Angus residents through the development of key partnerships and the founding of new relationships and practices for ANGUSalive.

### Access for All

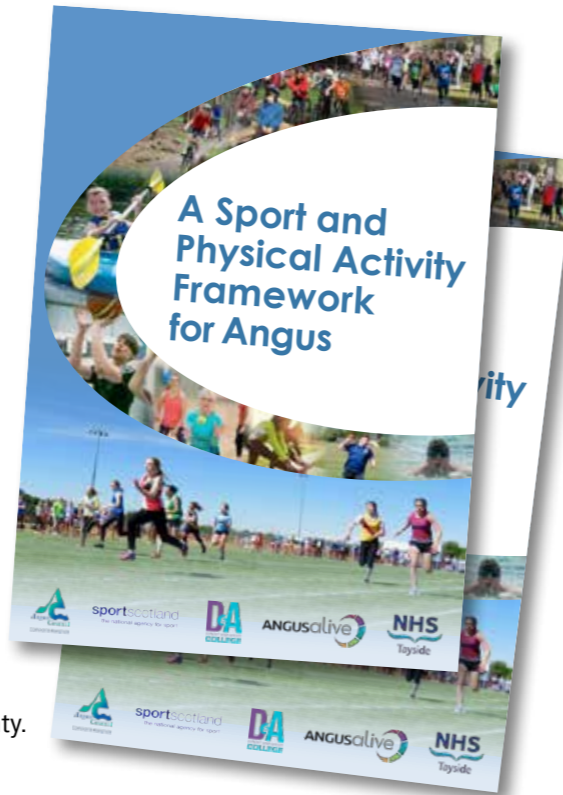
ANGUSalive looked to develop a multi-partner leadership group to encourage sport and physical activity interactions and uptake across the county of Angus with the objective to create a clear and managed framework to blend this shared vision and bring contributing partners together.

### Partnership Approach

The framework has been developed by a range of stakeholders across community planning, voluntary and statutory sectors. It provides support for local stakeholders in the planning and delivery of sport and physical activity investment, services and opportunities.

Throughout the COVID-19 pandemic the team continued to work on the framework's development incorporating changes and new delivery methods, culminating in the launch of the Sport and Physical Activity Framework in July 2021.

Strengthened through agreed strategic outcomes and objectives alongside measurable action plans, the basis for this work has stemmed from identifying strengths in the current practice of partners and future potential opportunities in relation to key building blocks, not least the impact of the COVID-19 pandemic. This heightened concerns for the wellbeing of people in our communities including club and community sport and physical activity and presented significant challenges including time and resources; remote working; cancelled events; and project and funding uncertainty.



## Building Blocks

The overarching intention of the framework is to reduce inequalities and maximise shared resources using a targeted approach.

It will serve as a reference point for all partners, including those involved in the transport, planning and relevant private sector organisations, to adopt as they see appropriate. Centred around national Active Scotland Outcomes, the framework directly contributes to the main priorities in the Angus Community Plan, see page 9.

## Commitment to Collaborate

To deliver on each Active Scotland Outcome, the goals

of the framework are to improve integration of the planning and delivery of sport and physical activity, improve data collection and analysis for planning, prioritisation and demonstrating impact, to ultimately ensure accountability across all stakeholders. The Angus Sport And Physical Activity Framework also furthers our commitment to the charity's strategic aims, see page 7. The partners involved in framework meet quarterly to monitor the progress against the Active Scotland Outcomes. Annual reporting will also be provided to the Angus Community Planning Partnership.

Aligned with strategic aims:



Active Scotland Outcomes		
We encourage and enable the inactive to become more active	We encourage and enable the active to stay active throughout life	We develop physical confidence and competence from the earliest age
We improve our active infrastructure – people and places	We support wellbeing and resilience in communities through physical activity and sport	We improve opportunities to participate, progress and achieve in sport



**Spotlight On  
Sport & Leisure**

"It's been fantastic to drive the framework forward and develop it from an initial concept back in 2020 to its launch in July 2021. As a live working plan, the framework will continually be reviewed and updated to ensure that access to sport and physical activity throughout Angus is widely available and accessible for all."

*Lynne Haxton,  
Sport & Leisure Team  
Leader, ANGUSalive*

"Dundee and Angus College's 2025 vision is to create more successful students through effective partnerships that change lives and create thriving communities. To realise this vision, we are committed to working with a range of local stakeholders to achieve the ambitions of the Angus Sport and Physical Activity Framework"

*Dr Sarah Ramminger,  
Head of Curriculum and  
Quality Sports and Fitness,  
D&A College*

"Our partnership with ANGUSalive has ensured a collaborative, strategic approach towards the development of new and existing opportunities for all Angus residents, with our joint commitment to inclusion underpinning everything we do. We aim to ensure that all local partners are integrated and our National Governing Bodies are connected into developing provision within Angus."

*Andrew Watson,  
Partnership Manager,  
sportsscotland*

**Did you Know?**

Physical Activity contributes to nearly 2,5000 deaths in Scotland each year and costs the economy approximately £91 billion per year.

*Physical Activity Review,  
NHS Health Scotland,  
February 2020*

"Angus is in a fantastic position to achieve the ambitions of the physical activity agenda through the recently launched Angus Sport and Physical Activity Framework, in bringing local stakeholders together to work towards a shared vision. I am thoroughly looking forward to supporting this work across the area and welcome the pragmatic approach to health improvement through the lens of physical activity and sport".

*Ashleigh Henderson,  
Senior Health Promotion  
Officer, NHS Tayside*

"Physical Activity and Sport is such an important aspect of every child's development and should complement the physical education offer all pupils experience in the curriculum. The framework is a vehicle for ensuring Active Schools can offer the broadest physical activity and sport experience to the children and young people of Angus, to ensure they have the best start in life."

*Andy Garnett,  
Active Schools Lead  
Coordinator, Angus Council*

**Did you know?**

69% of children achieved the recommended level of 60 minutes physical activity per day.

*The Scottish Household  
Survey, 2019*

**Key Facts**

2.5 hours of moderate intensity activity advised for adults is advised each week or 75 minutes of vigorous intensity activity.

*UK Chief Medical Officers'  
Physical Activity Guidelines,  
September 2019*

Angus residents identified the top three barriers in engagement in an active lifestyle as time, work and accessibility.

*Angus Household Survey,  
2019*



## Spotlight On Sport & Leisure

### New Ways to be Active, New Ways to Engage

The framework has already delivered several of the outcomes, through the review and the enhancement of existing programmes across Sport & Leisure services, including quieter swimming sessions and online support for people living with cancer.

### Online Physical Activity with Move More ANGUSalive

In partnership with Macmillan Cancer Support, we are working to develop a local approach to this national campaign.

### Overview

When face-to-face classes were suspended due to the COVID-19 pandemic the Sport & Leisure team worked to develop interactive online sessions to Move More participants.

### Approach

The pandemic created additional worry and uncertainty for people living with cancer. During the restrictions of the pandemic, sessions were offered online via Microsoft Teams. This ensured participants continued to benefit from physical activity and maintained crucial social interaction in a COVID-19 safe practice.

### Outcome

Over this period, 43 Gentle Movement sessions, 117 circuit-style sessions, and 77 one to one sessions were delivered online supporting 33 people living with cancer.

Aligned with Active Scotland Outcome 1

Aligned with strategic aim **4** **5** **6** **9**

Move More Scotland is part of a national campaign from Macmillan Cancer Support. The charity has provided £120,000 of funding over a period of three years to support ANGUSalive in developing a sustainable pathway to support physical activity of people living with, and beyond, cancer. People access the programme either by referral from their Health Care Practitioner, or by self-referral.

*Macmillan Website*

"I was fortunate to be offered online exercise arranged through ANGUSalive and Macmillan which enabled me to continue to do an exercise plan. This kept me going to have a sense of purpose and have people around me and the support of the instructors too. The classes have helped not only my physical health but also my mental health."

*Participant, Move More*

"Being able to offer one-to-one sessions online was a very positive addition to the Move More programme - it increased confidence and skills before joining a group setting, offered bespoke programmes for individuals with very specific needs and offered a different approach for service users who did not wish to participate in group exercise."

*Lynne Haxton,  
Sport & Leisure Team  
Leader, ANGUSalive*

### Disability & Inclusion - New Waves, Quiet Swim Sessions

#### Overview

In partnership with Get out Get Active (GOGA) Tayside, ANGUSalive developed the New Waves Quiet Swim Sessions, for individuals and families who faced barriers to participate in activities, which launched at the end of March 2022.

#### Approach

These sessions take place at Forfar Community Campus and allow for a reduced number of people in the pool and reduced sound within the pool environment. It is also an opportunity for participants to meet with other families and make new friends.

We encourage and support individuals and families to participate in the session by building support that is shaped around them, to help them to be active together.

#### Outcome

269 children/young adults and 155 families have enjoyed the benefits. In 2022/23, a New Waves '2' Quiet Swim Session will be created in another locality within Angus.

Aligned with Active Scotland Outcome 1

Aligned with strategic aims



#### Striving Forward

The challenge now is to improve the awareness of these programmes and to harness the resources required to provide new opportunities for Angus residents.

For more information on Move More or New Waves, visit our website or any ANGUSalive Sport & Leisure facility.

"It's brilliant that there is finally an activity we can go to with ease and love so much. We really have taken so much from the sessions."

*Dad of participant,  
New Waves*

"We chose to come along as we found it impossible to find a family activity that will fit around our son's needs. The quiet session is ideal to reintroduce him to swimming after lockdown and also allows us to enjoy time together in a friendly and judgement free zone."

*Mum of participant,  
New Waves*

#### Did you Know?

Across the UK millions of disabled and non-disabled people are struggling to be as active as they want and need to be.

*GOGA website,  
December 2022*



GOGA is a programme that runs across the UK supporting disabled and non-disabled people to enjoy being active together

**Get Out Get Active**

**Biba**  
Be Inspired Be Active

# Angus Sport and Physical Activity Framework

## Year One Review



### OUTCOME 1

We encourage and enable the inactive to be more active

- **NEW PROGRAMMES**  
Quiet swim sessions (New Waves), rock climbing, sessions at local clubs and community trusts  
In partnership with GOGA
- **MOVE MORE ONLINE**  
Development of online provision during pandemic and beyond
- **HEALTH WALK**  
Recruitment of a Coordinator to deliver programme
- **FREE ANGUSALIVE MEMBERSHIPS**  
For 200 targeted families

### OUTCOME 2

We encourage and enable the active to stay active throughout life

- **COVID-19 GUIDANCE**  
Safely and diligently implemented at all community clubs  
Ensured safety and supported a return to regular operating
- **REOPENING OF SPORT & LEISURE FACILITIES**  
Reopened on 26 April 2022 and services re-established  
Including public swimming, gym usage and adult/junior coached activities

### OUTCOME 3

We improve our active infrastructure - people and places

- **ANGUS CLUB GRANT SCHEME**  
Supported 22 clubs with over £19,900 of investment
- **DISABILITY INCLUSION TRAINING COURSES**  
38 local coaches gaining qualifications

### OUTCOME 4

We improve opportunities to participate, progress and achieve in sport

- **DEVELOPMENT OF TAYSIDE AND FIFE PERFORMANCE PLANNING GROUP**  
Local athlete highlights include:



### CURLING

**Hailey Duff MBE**

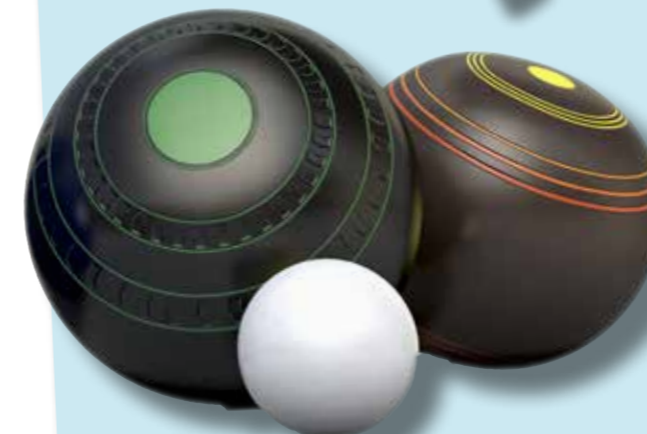
Gold, Beijing Winter Olympics (2022)



### TENNIS

**Ben Hudson**

- Scottish Junior Doubles '18 and Under' winner
- Scottish Men's Indoor TS1000 runner up and doubles winner (with partner Scott MacAuley)
- Welsh Open '18's doubles' winner (with partner Jack Deveney) and '18 and Under' runner up
- International Tennis 'Under 18' winner at both Wrexham and Liverpool events



### LAWN BOWLS

**Darren Burnett**

- Doubles Indoor World Title (2022)
- Commonwealth Games selection for Birmingham 2022



# Highlights From Countryside Adventure

**A**NGUSalve Countryside Adventure Team offer and deliver a broad range of outdoor and conservation environmental activities for all within Angus. Much of this provision is delivered from our managed sites across Angus; Monikie and Crombie Country Parks, Forfar Loch, Glen Doll Rangers Service and Montrose Basin.

There is a programme of regular activities on offer in the Country Parks and the Angus Glens including water-based activities, such as Dinghy Sailing, Kayaking, Windsurfing, Canoeing, Open Water Swimming and SUP (Stand up Paddleboarding). Land-based activities include Mountain Biking, Bushcraft, Survival Skills and Teambuilding. We offer lots of fun adventurous activities and camps during school holidays.

Countryside Adventure work closely in partnership with Angus Council and other partners to provide a broad base of bespoke outdoor learning opportunities to schools at Primary and Secondary Level which allows pupils to connect with nature and experience learning in the outdoors in a responsible way.

In addition, we work closely and provide outdoor programmes for school transition, community groups, sixteen plus year groups and extended support for pupils.

For the people of Angus and beyond we offer public courses in outdoor activities, watercraft hire and certified water courses through our RYA Approved Centre Status.

The Environment Team delivers activities with key outcomes in Environmental Education and learning for sustainability. They work in partnership with the Cairngorms National Park Authority, Forestry Land Scotland, Scottish Wildlife Trust, Nature.scot and Branching Out Tayside and many local groups to support conservation action and develop volunteers to support and manage our beautiful spaces.



# How We Stack Up

During lockdown, where outdoor access was restricted, our country park spaces provided a sanctuary for people living in our communities to enjoy our green spaces and explore nature.

Despite the challenges the service faced, the team delivered several sessions and welcomed numerous visitors:

**457,559**  
Total  
Visitors



**4,380**  
Countryside  
Activity  
Attendances



**272**  
Outdoor  
Learning  
Activities



## Celebrating 40 years of Monikie Country Park

To mark the milestone anniversary Monikie Country Park launched a photography competition for local people and visitors to celebrate the beauty and enjoyment the park brings.

We received seventy-six entries with twelve winning entrants and twelve runners up selected to receive a copy of the 2022 calendar which featured their winning photographs.

ANGUSalve was delighted to have local Carnoustie-based artist, Jim Dunbar, on board to judge the competition. The calendar was also available to purchase at Monikie Country Park and other ANGUSalve venues.

Thank you also to Byzantium Restaurant, based at Monikie Country Park, who also sponsored the competition.

Aligned with strategic aim **3**



### Did you Know?

Monikie Country Park was opened to the public on 27 August 1981. It was previously the main reservoir serving Dundee, and the surrounding area, with 13.5 million litres of clean water per day for over 100 years.

In the last 40 years Monikie Country Park has developed to become a hub for recreational activities including watersports, team building, outdoor concerts and seasonal activities for children.

## Ladies only Stand Up Paddleboarding

With Paddleboarding becoming one of the fastest growing sports in the world we decided, in addition to offering SUP generic tasters and courses, we would try Ladies only activity over summer 2021. This proved to be a fantastic success, with not only full attendances but the creation of a women's group, who not only benefited from this outdoor physical activity, but harnessed and relished the social interaction in the evening activity.

We provided female only instructors to deliver the courses. The feedback received was extremely positive alongside fantastic social network engagement on the ANGUSalve Countryside Facebook page. There were over sixty female participants who embraced this exciting new sport.

Aligned with strategic aims **4 5 9**



### Look Ahead

From April 2022 onwards, the Countryside Adventure team will be focussed on delivering:

- Health Walk Coordinator – As a new role for the service, we look forward to welcoming the postholder in June 2022 who will engage with partners to identify the requirements for the initiative, create new and develop existing walks to ensure they are accessible and inclusive for all.
- Green Health Initiative – Working with various partners to broaden our involvement and delivery for a green health and physical activity network to build on the foundations established by the Angus Sport and Physical Activity Framework.
- Extended Support for Pupils – Similar to the support we deliver for Angus Schools, we look to provide wider support for students to explore the outdoors and the opportunity to showcase their skills and thrive in an outdoor environment.
- Countryside Adventure Activities – Continue to develop our public offering of regular activities and events which showcase our amazing spaces and enable people to have fun, get active and connect with nature across our sites in Angus.

**Spotlight On**  
Countryside Adventure

# Schools Out! Pupils Benefit from Countryside Adventure Activities

**Pupil learning outwith the classroom**

To strengthen the Covid Recovery Programme (Mental Health Fund) Provision during 2021-2022 in Angus, we worked in partnership with several outdoor partners to deliver a broad range of activities.

From May 2021, in collaboration with Angus Council Education, ANGUSalve Countryside Adventure Team provided bespoke outdoor learning and activity programmes for all Angus Council secondary schools. Activities were carried out at ANGUSalve’s Country Parks, local outdoor spaces and coastal areas within Angus.

Through discussion and meetings, four outdoor learning and activity areas were offered:

- Recreation Adventure
- Conservation/Environmental
- Land Management
- Outdoor Physical Activity Programmes

The activities provided included two projects specifically aimed at individuals struggling with the impact of the pandemic with the objective of enriching their personal development through the discovery of practical outdoor skills.

**Angus Girls Can**

**Outdoor learning and activity focus:**

Outdoor Physical Activity Programme and Recreation Adventure

Montrose Academy approached our Countryside Adventure team to develop a programme which would

support young women who had been overwhelmed by the effects of the pandemic. Participants had either personally suffered from COVID-19 and/or they were experiencing the negative impact of prolonged lockdowns, such as feeling isolated or displaying low self-esteem and a lack of confidence.

Through various workshops, participants were able to improve their social skills and peer friendships through teamworking.

Due to the pandemic, the group had also missed out on a key milestone: their P7 transition stage from primary to secondary school. This project acted as a pathway for pupils to share experiences and equip them with the skills to build on existing relationships and encouraged individuals to foster new interactions with their peer group.



*Pupils from Montrose Academy commented:*  
“I would recommend, to every school, as education or a mental health break from difficult schooldays.”

“I think outdoor learning should be given more time, because it is very fun and I have enjoyed every moment, thank you.”

The learning outcomes of this project were to:

- Improve mental health
- Improve wellbeing
- Enhancing social connections
- Improve physical health
- Increase physical activity
- Connect and be responsible within nature and wild spaces

**What we did**

Our team leader, Nicola Barbour, partnered with the headteacher at Montrose Academy to develop a creative programme which would engage and connect with these pupils, inspire their activity and support their health and wellbeing.

From September 2021 to March 2022, the Countryside Adventure team provided a programme featuring outdoor recreation learning through Stand Up Paddle Boarding (SUP) sessions and yoga and fitness sessions to support physical activity.

**The Impact**

The project enabled the young women to learn new skills and supported pupil development in areas such as building resilience and teamwork. This encouraged better relationships between team members who had become disconnected both in the school environment and with their peers. The programme also helped pupils who were finding it hard to conduct themselves in a positive manner.

**Accessing the Project**

The programme was created and developed for Carnoustie High School and Montrose Academy however, as part of the Angus schools’ partnership, the Angus Girls Can programme is available for any secondary school across the county who would benefit from its approach.

Aligned with strategic aims **3 4 5 6**

“The Girls Can project ran by ANGUSalve allowed pupils to participate in a range of outdoor activities which, for most, would have been for the first time. The girls thoroughly enjoyed the experience and valued the friendly and supportive input by the ANGUSalve instructors. Not only did the project allow the pupils to develop new skills, it also worked wonders in mending some broken relationships which thus far, has been sustained.”

*Malcolm Smart, Headteacher, Montrose Academy*



## Spotlight On Countryside Adventure

### River Management

#### Outdoor learning and activity focus:

#### Conservation/Environmental and Land Management

This involved a multi-agency partnership with pupils from across year groups participating in a diverse programme of River Management at the River South Esk, Finavon, Angus. Pupils were able to discover invasive species and learn about river pollution and the biodiversity surrounding the environment.

#### Overview

In partnership with Countryside Learning Scotland and Finavon River Management Fisheries, the sessions brought together pupils from Websters High School and Arbroath High School.

The objectives of this project were to:

1. Excite young people about the skills used in geography and biology in a real-life setting
2. Raise awareness of skills used in different environments and how they apply to school subjects
3. Allow staff to improve their knowledge of operating pupil trips
4. Raise awareness of rural opportunities and employment
5. Give an opportunity for hands-on experience of rural skills and competencies for different job roles

#### Understanding the challenges

The project focussed on land and river management principles, taking the learning out of the classroom into a practical outdoor setting. This learning environment enabled participants to directly engage with the different agencies involved in the management of a river ecosystem and to practically understand the challenges involved.

The main aim of the project was to investigate land use and its impact on the River South Esk. This involved working with students to develop their understanding of the range of different stakeholders who are involved in the river management, including the Esk District Salmon Fisheries Board and Angus Council, to encourage their awareness of the different partnerships and pressures which arise in this environment. During the sessions, pupils were also taught about the impact different factors, such as the geology, soils and climate, have on a river's biodiversity.

Aligned with strategic aims **3** **4** **5** **6**



Pupils from Webster's High School commented:

"These trips allowed me to socialise more and I definitely appreciate nature more now.!"

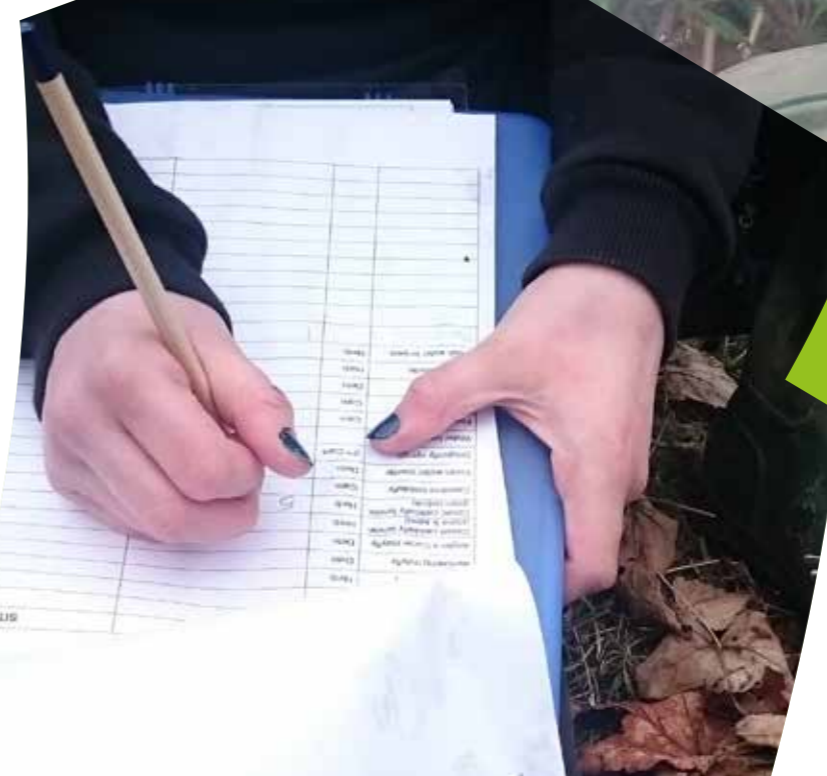
"I enjoyed being able to learn outside."

"The River South Esk project with ANGUSalife allowed us to develop a relationship with students from Websters and Arbroath High Schools and built on their knowledge and interests week on week. Students gained confidence and could relate real life examples to what they were learning in school and possible future careers. Our thanks go to Finavon Castle Water and Iain McMaster for his time and expertise."

Victoria Hamilton, Regional Co-ordinator, Countryside Learning Scotland

"We used the Finavon Rivers South Esk project to enhance our S3 Environmental Science course. Not only did the content of the course cover level 4 outcomes it was directly relevant to the SQA N5 Environmental Science course. Twenty-two pupils enjoyed the outdoor experiences, such as pond dipping, kick sampling, tracking and river measurements. Projects such as this allows for absolute integration of the outdoor experience with the requirements of national assessments. I would welcome a similar opportunity for further engagement such as this."

Iain McGregor,  
Teacher - Biology,  
Arbroath High School



## Spotlight On Countryside Adventure

### Monifieth Cluster Primaries | Outdoor Learning Project

In addition to the secondary provision, the team also delivered a tailored outdoor education package to all seven primary schools within the Monifieth Cluster. A P7 Cluster Event was developed which ran over four days and engaged with 400 pupils.

As part of a Covid Recovery Programme each school in the Monifieth Cluster was allocated programming time which was based on the school roll.

The programmes aimed to educate pupils on the principles of outdoor learning and provided environmental and recreational activities including orienteering and habitat building.

The sessions were carried out across the Autumn and Winter months and introduced pupils to the key elements of these temperate seasons. Across the programme, the children learnt about creating homes for bats, birds and hedgehogs, explored bird watching and studied the rules of the Outdoor Access Code. Pupils were also provided with an insight into Junior Rangers and what it would take to become a young conservationist.

As well as practical sessions, pupils were also introduced to fun activities as part of the learning environment including games, songs and quizzes.

Aligned with strategic aims **3 4 5 6**



"These projects have been a fantastic way for the team to build on existing relationships with Angus schools and develop new partnerships, whilst supporting the curriculum in an outdoor learning and activity environment. It is evident the activities have increased engagement and enhanced the confidence of the young people involved, whilst providing them with a quality outdoor learning experience."

*Nicola Barbour, Team Lead,  
Countryside Adventure*

### Did you Know?

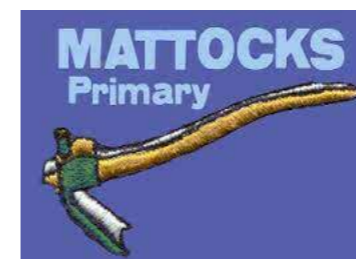
Outdoor learning and activity provide a positive contribution towards achieving the four capacities of the Curriculum for Excellence. It also offers benefits in terms of new experiences, of cooperation and compromise, of healthy lifestyles, and of experiential education as a mode of learning.

*ANGUSalive website*

### Key Facts

A total of 97 sessions were delivered to 1,240 pupils from the seven Angus secondary schools.

2,869 pupils, across 114 sessions, enjoyed the primary school outdoor learning activity sessions this year.



# Highlights From Theatre and Venues

The ANGUSalive Theatre & Venues across Angus are the Webster Memorial Theatre, Arbroath, Inglis Memorial Hall, Edzell, the Reid Hall in Forfar, Arbroath Community Centre and the Kirriemuir and Montrose Town Halls.

Any of the Theatre & Venues can be booked for meetings, receptions, parties or other private events. We also provide event and performance spaces at our community campus theatres, part of our Sport & Leisure services, across the county.

ANGUSalive recognises the important role the arts play in enabling and developing creative talent and artistic skills in our communities and support this through the provision of spaces for groups such as Art Moves, who utilise the Webster Memorial Theatre as a practice and performance space.

The Webster Memorial Theatre's diverse programme of events ranges from country, folk, comedy and pop music concerts to our annual panto – oh yes it does! This includes The Webster Memorial Theatre, which provides a performance destination for many acts including national band favourites such as The Red Hot Chilli Pipers to local dance troupe, Dancemania.

ANGUSalive produces What's On Guides which bill the listings for our annual events and activities, including at The Webster! Highlights typically include everything from indoor and outdoor activities to events to join in with, or – to simply to sit back and enjoy.



## How We Stack Up

The pandemic presented a considerable challenge for our Theatres and Venues and during this period they were barely able to open for five months and unfortunately, this meant no panto – oh no there wasn't! However, following some great initiatives, such as the 'Light Up Angus' project throughout 2020/21, which highlighted support for various organisations and causes, the team also adapted to create and bring some memorable entertainment to excite and support its audiences and the wider community in these unprecedented times.

Despite the challenges the service faced, the team welcomed several audiences and attendances:

9,425



Webster Theatre attendances

7,830

Performances, conferences and events at The Webster Memorial Theatre



3,885



Town Hall attendances

1,500

Online viewing figures



### Drive-In Country Show

The sun was shining in Angus on Friday, 28 May 2021 another outdoor show to take place at Monikie Country Park!

Following a successful show in September 2020, promoters JMG Music Group, in association with ANGUSalive, performed an exciting event that saw the return of live music in a fun but safe environment (adhering to COVID-19 regulations).

Featuring a host of top Irish Country Stars that included Mick Flavin, Stephen Smyth, Barry Kirwan and Gary Gamble who were accompanied by the fabulous Keltic Storm band.

The show was well attended with approximately 65 cars filled with music lovers enjoying entertainment in the great outdoors. It was a great opportunity to bring back live music particularly at a time when theatre doors everywhere were shut due to the ongoing pandemic.

Aligned with strategic aims: **4** **3**



### Webster Memorial Theatre - Unlocked!

Theatres and live venues in cities, towns and villages across the country were in darkness throughout the lengthy lockdown. The last act to perform to a live audience at the Webster Memorial Theatre, Arbroath was Giovanni Pernice, from Strictly Come Dancing, on Monday, 16 March 2020.

The Webster reopened its doors on Friday, 1 October 2021 after being in lockdown for eighteen months.

The first weekend of opening saw three nights of entertainment, Idlewild frontman, Roddy Woomble entertaining an audience of 124 on his one-night show and Scottish stand-up comedian Janey Godley delighting 752 comedy-goers over the two-night run.

Colleagues and customers were excited to see the curtain raised once again at the Arbroath venue that has been popular with theatre, music and comedy lovers for generations.

Unfortunately, due to the ongoing pandemic, the theatre had to close its doors once again over the Christmas and New Year period but reopened on Saturday, 11 February 2022 with Jimeoin providing the laughs to an audience of more than 300 fans.

Aligned with strategic aim **3**



### Look Ahead

With restrictions lifting, from March 2022, the Theatre & Venues Team aim to reopen venues for booking (although some venues will be retained as Vaccination Centres) to bring back a variety of favourite acts and attract some new performances to dazzle audiences at the Webster Memorial Theatre. This will include the return of the much-loved panto, which will be certain to help audiences let their hair down; Rapunzel, featuring Puss in Boots: is set to feature at the theatre from Saturday 10 December to Saturday 24 December 2022.

Full details will be promoted in the ANGUSalive What's On Guide.

**Spotlight On**  
Theatre & Venues

# Webster Theatre Presents... The Big Night In!

**Bringing light to our audiences in a time of darkness**

The pandemic brought about many lockdown restrictions for our services, not least for the Webster Memorial Theatre (WMT) in Arbroath which had been in darkness since the onset of lockdown in March 2020. With the team unable to plan a re-opening date, they got creative and came up with a virtual idea working with several local performers to create a variety spectacular.

**Live from WMT**

**Overview**

For one night only, direct from WMT in Arbroath, audiences from all over Angus and beyond were invited to join ANGUSalive for a variety show – The Webster Memorial Theatre’s Big Night In.

The idea was to arrange a live streamed concert with the aim of bringing some much needed joy into the homes of audiences across Angus through an evening of music, illusion and dance entertainment.

Talented locals provided the musical show from 7.30pm, on Saturday 1 May. The free event was broadcast on Facebook Live for audiences to enjoy from the comfort of their own homes and although there was no charge for the live stream performance, big hearted viewers

The theatre team worked with producer James Hutcheson and musical director Richard Allan, alongside well-known local talents who regularly perform at WMT including Norman Bowman, Danny Laverty, Violet Thomson, Maggie Findlay, Michael Brandie, Megan Cant, The Crabb Family and Dancemania.

showed their appreciation by donating to ANGUSalive and raised more than £300.

**The performances included:**

Among the well-known local names were Norman Bowman, Danny Laverty, The Swizzel Sisters, Maggie Findlay, Arbroath Instrumental Band, Megan Cant, The Crabb Family and Dancemania.

The Crabb Family performance, featured musical talent from Lucy, Mathew, Euan and Heather, showcased their wonderful rendition of ‘I Know Him So Well’, from Chess and ‘Bridge Over Troubled Water’, by Simon & Garfunkel.



A local dance school, Dancemania, presented their three street dance crews Fearless, Fusion and Fierce. With dancers performing a routine from the Greatest Showman, ‘Come Alive’ which their choreographer, JJ Christine described as “very fitting for our first time back on stage”.

**Made possible thanks to our partners**

The concert was made possible thanks to Performing Arts Venues Relief Funding received from Creative Scotland to fund innovative and creative ways of delivering services under COVID-19 restrictions. The funding also enabled the local businesses involved, which included AML Event Hire, Apex Acoustics and DGLX, a much welcomed return to providing their services.

**Challenges**

The main driver was making the arts accessible for all, in a safe manner, during the ongoing challenges. However, pulling everyone together at allocated slots and from various locations, despite online technology, tested the team at times and this, coupled with the common IT challenges whilst maintaining their technical expertise, proved a challenge but it demonstrated the tenacity of the team and their ability to work together to deliver the tremendous resulting show.

**Outcome**

The Big Night in was streamed by more than 1,500 people from as far as Kansas, USA.

Aligned with strategic aims: **3 4 6**





**Spotlight On  
Theatre & Venues**

"Having not performed in over a year our dancers could not wait to bring some life and energy back into the theatre. We really missed all aspects of the theatre from performing, being with our close friends and having a place to express ourselves."

*JJ Christine, Director and Choreographer, Dancemania*

"Amazing show, better than anything on TV tonight!"

"Where's the after-show party?"

"What an amazing night. Thank you to everyone involved in the production. Hopefully will get into the Webster Theatre soon, miss it."

"Missing theatre so much this has cheered me up.... can't wait to get back and being involved."

"Well done everyone involved in putting this show together, brilliant talent."

*Online Audience*

"I thought the Big Night In was a great idea – looking back on it now it was a little bit of normality in the middle of the long lockdown. It was great to be part of the organising team with the theatre manager, Audrey, and James and I really enjoyed our regular online meetings to put the show together. I think we had a great variety of musicians and entertainers showcasing the local talent we have."

*Richard Allan, Musical Director, Big Night In*

**Key Fact**  
Many local and national theatres throughout the UK and abroad were forced to close their doors and produce creative solutions to engage with their audiences, including the UK's National Theatre which delivered performances through the social media platform, YouTube, reaching a global audience of more than 15 million people.

*Backstage.com*

**Did you know?**

With the doors closed and the WMT panto cancelled, it was the first time in 6 years since the theatre had not produced the festive treat of eccentric characters and slapstick comedy.

**Performer Facts**

Danny Laverty raised an amazing £18k to fund vital equipment for NHS Tayside with his own live steam shows on Facebook during the pandemic.

I think the idea of the "Big Night In" was quite inspired and took a wee bit of the Webster Memorial Theatre into homes at a time when we all wondered exactly what lay ahead. Working with Audrey and all the staff at the theatre was a great experience given the restrictions in place and everyone was so enthusiastic and helpful. The local artists all enjoyed the experience and felt very safe during the individual daily recording slots which also brought them some normality at such a difficult time. I know you received many positive comments and I personally really enjoyed the experience."

*James Hutchison, Director, Big Night In*

"We were absolutely delighted to have our ANGUSalve professional panto return after three years. The planning and preparation for the panto starts many months ahead of the actual opening and it is a real Team effort to bring it all together. We all are so passionate about the panto and what it brings to the community – oh yes it does! The joy we get from the audience is such a thrill and it makes all the hard work so worthwhile."

*Audrey Hood, Theatre Manager, ANGUSalve*



# Partner Focus



Dr Sarah Ramminger  
Head of Curriculum  
and Quality Sports  
and Fitness

Dundee and Angus College's 2025 vision is to create more successful students through effective partnerships that change lives and create thriving communities.

During 2021/22 we have been delighted to work with ANGUSalive on several enhancements to their operations which demonstrates our vision. This includes the delivery of tailored training for their employees and our collaboration on the Angus Sport and Physical Activity Framework.

## Training and Development

As part of our Sport and Fitness Programme, D&A College operates a strength and conditioning suite at ANGUSalive's Saltire Sports Centre in Arbroath. This has enabled us to foster a strong partnership with the charitable trust and encouraged learning and development opportunities across our shared facilities.

This year, we worked with ANGUSalive to deliver a bespoke Level 2 Gym Instructor Course to a range of frontline personnel, including receptionists and lifeguards. The overall aim of the programme was to provide staff development and build on their gym knowledge to give them confidence when advising customers and visitors attending the venue. The training also provided an opportunity for staff to revisit their own fitness needs.

Scan the QR code to view a short video on the outcomes of the training and development programme.



## Cross-Partnership Framework

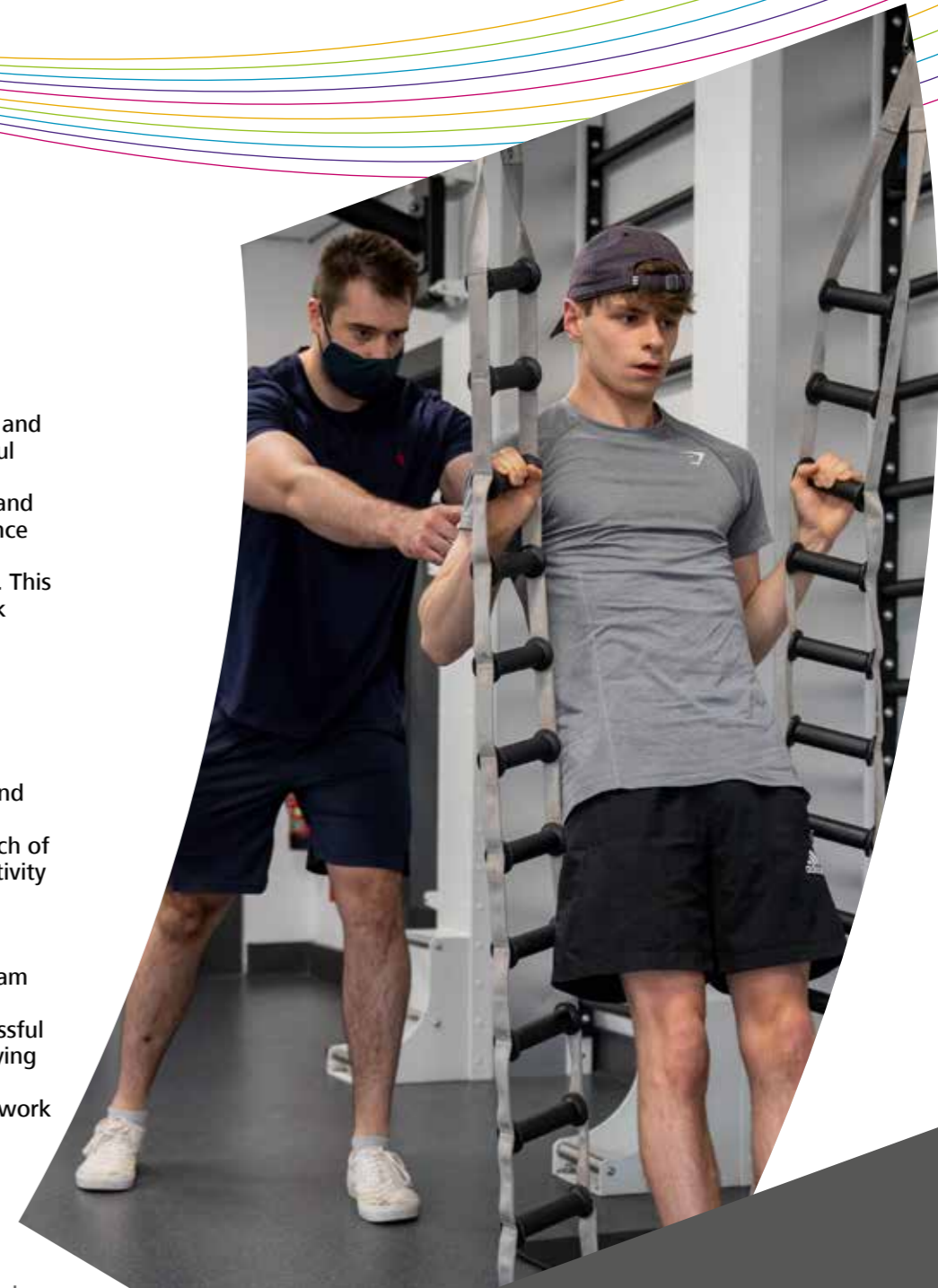
To further realise our vision, we are committed to working with a range of local stakeholders and this includes achieving the ambitions of the newly launched Angus Sport and Physical Activity Framework which aims to work with partners to reduce inequalities and maximise shared resources.

As a College we aim to establish and enhance deeper, more meaningful partnerships both internally and externally to drive sustainability and ensure the best possible experience and outcomes for our learners, employers, and the wider region. This focus will support the framework now and within the future.

We also recognise that our curriculum and services must be delivered in new and innovative ways that drive success and are engaging, flexible, streamlined and designed with this framework in mind. Read more about the launch of the Angus Sport and Physical Activity Framework in the Spotlight On: page 56.

We enjoyed working with the team at ANGUSalive and congratulate them on a challenging but successful year. We look forward to identifying opportunities to collaborate and supporting delivery of the Framework outcomes going forward.

As part of the services provided by the Business Support Team at D&A College, ANGUSalive was also supported with reporting and internal communications training. Read more about the Team Development with D&A College in the Spotlight On: page 28.



## Look Ahead

During 2022/23 we plan to work with D&A College further to provide opportunities for their students across our Sport & Leisure sites. This will include the offer to join the team on a part-time or supply basis to gain valuable work experience. We also plan to offer training across our LES MILLS® fitness programmes to engage and excite their fitness careers.



**Become a member -  
join us at:**



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[www.angusalive.scot/sport-leisure/bactive-memberships](http://www.angusalive.scot/sport-leisure/bactive-memberships)

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

[enquiries@angusalive.scot](mailto:enquiries@angusalive.scot) | 01307 492600

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