



ANGUS CULTURAL STRATEGY

angus.



Written and prepared by



www.culturadar.org

Introduction	4
Methodology	6
Angus Cultural Landscape	8
Context for our Strategy	12
Ambition	18
Needs	20
Priorities	21
Our Guiding Principles	23
Angus Cultural Strategy	25
The Angus Culture and Heritage Plan	27
Aim 1: Culture is transforming Angus' reputation nationally and internationally	28
Aim 2: Culture is empowering Angus communities	30
Aim 3: Culture is adding value to the Angus economy	32
How We Will Make it Happen	34
Route Map to the Angus Cultural Strategy	40
Appendices	48

June 2021



and
Angus Place Partnership

With support from



Introduction

Angus is a local authority area which, with neighbouring Dundee, Fife, Perth and Kinross makes up the broader Tayside region. Angus stretches from the Cairngorms to the North Sea coast, boasting seven distinct historic market towns and a dispersed rural population set in a landscape of outstanding natural beauty.

The area is named 'the birthplace of Scotland' as a reference to the signing of the *Declaration of Arbroath* in Arbroath Abbey in 1320, but Angus hosts Pictish standing stones and Iron-Age earth houses of historical significance as early as the first century AD. Angus also has a wealth of heritage, collections and traditions linked to its later agricultural, industrial and maritime history and locals have made significant contributions to Scotland's cultural development, including many poets and writers in Scots important to the Scottish Literary Renaissance of the early 20thC.

The extensive consultation which forms the basis of this strategy also identified a rich landscape of contemporary arts, culture and heritage. Over 200 separate activities and organisations were identified and mapped during lockdown in 2020 (which would suggest there are many more to be included) with many artists, writers, singers and musicians from across Angus contributing to consultations.

Why we need a cultural strategy

The strategy was commissioned through the partnership of Angus Alive and the Creative Scotland Angus Place Partnership at Hospitalfield. Together they recognised the urgent need to address the ongoing shift in policy and funding for culture and heritage (and then the immediate impact of Covid-19) from an Angus perspective. With momentum building in the broader Tayside region through the Tay Cities Deal they acknowledged that Angus' ability to contribute to and benefit from future regional opportunities would be missed without a plan being in place.

Covid-19 has delivered a serious blow to culture, heritage and related tourism industries globally, and it has impacted the resilience and sustainability of culture, heritage and tourism in Angus too. What our shared experience of Covid-19 has also done, is help us articulate what we all value about culture and creativity in our daily lives, and better appreciate its role in the health and wellbeing of our communities, particularly its ability to 'bring people together' in a time of social distancing.

While our consultation has demonstrated a high quantity and variety of culture and heritage activity going on in Angus currently, there is no shared programme, approach or communication which brings that activity together and helps people access it. This is a key driver for developing this first overarching cultural strategy now which will provide a:

- **Focus for everyone to understand and be working towards the same goals**
- **Strong platform for inward investment and partnership around culture and heritage**
- **Means for culture and heritage to contribute to Angus' wider strategic priorities**
- **Sustainable and supportive platform for practitioners to develop and grow**
- **Cohesive approach to enable access and participation for more people to benefit from Angus's cultural assets**

With these needs in mind our research and consultation to inform the strategy brought together representatives from a wide variety of artforms and job roles, volunteers, funders and cultural decision-makers, representatives from local and national government and people with interests from related sectors including tourism, education and health.

Working together, they have refreshed and re-energised thinking about what 'culture' means for Angus, and they boldly challenged old habits and behaviours. Excitingly, they have also considered how culture and heritage can make a meaningful contribution to the region's recovery post-Covid, and to its regeneration longer term.

As we publish this strategy the country is of course beginning to step out of lockdown. Long term planning is still difficult – we will be living with uncertainty for some time yet. But in September this year Angus will launch its (postponed) 700th anniversary celebration of the *Declaration of Arbroath* with *Arbroath 2020+1 Festival*. This is an opportunity for the region to celebrate, with the rest of the world, Angus' historic past, its contemporary creative output, and its passionate and proud communities.

While the culture and heritage sector in Angus undoubtedly has work to do to ensure long-term sustainability, the ingredients (as *Arbroath 2020+1* illustrates) are all there for it to do this. This strategy provides a route map to help the sector pull together around its many strengths to achieve its ambitions.

Methodology

Culture Radar was commissioned at the end of February 2020 to work with partners Angus Alive and the Creative Scotland Angus Place Partnership at Hospitalfield to develop this Cultural Strategy for Angus.

“This new cultural strategy for Angus is set against the growing recognition UK wide of the importance of cultural activity in the lives of people, communities and places. There is now a clear acknowledgement of the social and economic value of the cultural sector alongside the intrinsic value of cultural activity as an enriching experience.”

The methodology adopted to inform the strategy included a combination of desk research, sector surveys and cultural mapping, in-depth interviews and broad consultation which took place between May 2020 and January 2021. Work was paced to fit with partner and stakeholder availability during Covid-19 lockdowns and restrictions and used a combination of online methods to gather evidence and host conversations to inform the process.

Desk research was undertaken to identify strategic priorities and potential alignments for culture in Angus, in particular long term national and sector priorities for culture and heritage, relevant regional priorities in relation to economy, tourism and communities and emerging strategies in relation to Covid-19 recovery (#BuildBackBetter).

Output: *Desk Research Key Findings Report*, August 2020.

Sector mapping was conducted to gather facts about local cultural provision and to identify as many cultural venues, events and organisations based in Angus as possible. The information was collated in a coherent and consistent manner to enable analysis to inform the strategy. This mapping exercise was conducted by independent researcher Ruth Stevenson working in partnership with Culture Radar.

Outputs: *Mapping Angus Culture Report*, August 2020 and a digital database of 204 cultural venues, events and organisations based in Angus.

Stakeholder survey This was undertaken to gather the attitudes and opinions of the cultural workforce in Angus in order to understand current and future needs, including the immediate impact of Covid-19. The survey enabled analysis to inform the strategy and to establish a baseline that can be tracked over time. This mapping exercise was conducted by independent researcher Ruth Stevenson working in partnership with Culture Radar.

Output: *Stakeholder Survey Angus Cultural Strategy Report*, August 2020.

In-depth stakeholder interviews were undertaken with 35 individuals from over 20 organisations and groups, as well as creative freelancers, MPs and MSPs, to explore key strengths and opportunities, barriers and challenges for culture in Angus from different perspectives, and specific sector level needs that might impact objectives and the level of ambition for culture in Angus. Individuals were identified for interview through mapping and survey activities, and by the commissioning partners. Interviews were conducted by phone and Zoom between May and August 2020.

Output: *In-Depth Interview Key Findings Report*, August 2020.

1. Angus Cultural Strategy public tender document, February 2020

Development and consultation sessions – a series of four themed sessions were delivered online between November 2020 and January 2021. Themes were designed around the broad ambitions identified through previous research stages:

DATE	THEMES	GUEST SPEAKERS	BREAKOUT THEMES
Session 1: 11 Nov	Culture is playing a strategic role in Angus’ future prosperity, identity and sense of place.	Katharine Wheeler, The Stove Network; Jenny Rutter, Super Slow Way and the British Textile Biennial; Pippa Coutts, Carnegie UK Trust	Regeneration, tourism, Pride of Place
Session 2: 16 Nov	Culture is playing a transformative role in Angus communities.	Jan-Bert van den Berg, Artlink Edinburgh and the Lothians; Anne Gallacher, Luminate; Lois Stonock, Brent 2020, London Borough of Culture	Health and wellbeing, inclusion and diversity, learning and skills
Session 3: 23 Nov	Angus has a sustainable and thriving cultural ecology.	Gillian Easson, Creative Dundee; Hilary Nicoll, Look Again, Aberdeen; Suzy Glass, Independent Producer and Cultural Consultant	Sector networks and development, peer networks, digital transformation
Session 4: 21 Jan	Buildings, venues and spaces for culture and heritage.	Alistair Hudson, The Whitworth and Manchester Art Gallery; Tony Butler, Derby Museums and Art Gallery; Karen Buchanan, Gairloch Museum	Cultural spaces doing public good, venues and regional identity

The sessions were promoted via social media, the Culture Radar website, emails to potential participants identified in earlier research stages and through booking site Eventbrite. Over 100 attendances were achieved for the online sessions, which included talks from external experts and facilitated breakout sessions to explore and tease out priorities from an Angus perspective for the strategy.

Output: *Angus Cultural Strategy Development Sessions Nov 2020 – Jan 2021, Summary Report*, February 2021.

Angus Cultural Strategy Website – this was hosted and promoted by Culture Radar to bring together and make publicly accessible all progress and outputs from the development of the strategy.

Output: [Angus Cultural Strategy web page](#) with downloadable strategy process, key findings documents, 10 recorded presentations of guest speakers contributing to development and consultation sessions.

In total, almost 200 people were engaged in the strategy’s development. They included representatives from a wide variety of artforms and job roles, volunteers, funders and cultural decision-makers, as well as representatives from local and national government and people with interests from related sectors including tourism, education, health and environment.

All contributors brought great insight, thoughtfulness and enthusiasm to the process and we are incredibly grateful to all who took part. The full evidence base for the strategy is included in the Appendices to this document.

Angus Cultural Landscape



Girl painting in Hospitalfield's meadow.
Photo Credit: Pippa Martin

What is particular about the Angus cultural offer is its combination of community-led activities, its high ratio of cultural buildings and the diversity of its cultural and natural environment.

Angus can easily be portrayed as one of the hidden cultural treasures of Scotland

Its cultural assets are as broad and deep and attractive as its landscapes and environment. Among its tangible assets are the natural environment, its historic towns, cultural venues and libraries, its important museum and gallery collections, and its many historic buildings, monuments and sites. Its intangible assets span the full breadth of traditional culture including song, traditional music, storytelling and Scots language, as well as contemporary cultural products and creative people. Together these comprise what can be defined as Angus' authentic and diverse culture.

Cultural infrastructure in Angus

Angus has an abundance of culture and heritage sites and buildings and their sustainability, conservation and development are critical factors for this strategy and key stakeholders:

- The culture, sport and leisure trust, Angus Alive, is responsible for most of the region's cultural capital with a relatively large portfolio of (mainly Victorian) buildings.
- The National Trust for Scotland and Historic Environment Scotland each have responsibility for many heritage sites and buildings in Angus ranging from Iron-Age enclosures to castles and country houses.
- The Angus Place Partnership is based at Hospitalfield which itself has secured substantial capital and project investment to develop its historic buildings and gardens in Arbroath.

Based on our mapping exercise alone, there are 8 theatres and community venues, 7 public libraries, 25 museums and art galleries, 2 archives, 6 country parks and nature reserves, 20 performance venues and spaces, 12 gardens and designed landscapes and over 37 heritage buildings. Historic Environment Scotland records 2127 listed buildings in Angus and 370 scheduled monuments.

Angus is alive with successful community festivals and events

It is also home to a vibrant community of creative freelancers and culture and heritage professionals and volunteers. Together, they are central to bringing Angus' culture and heritage alive and making Angus an appealing place to live, work and visit. They are also a key to Angus' future cultural development.

Community passion and identity

Angus is where traditional culture meets contemporary practice through its events, festivals, activities, exhibitions and performing. It is people that both create the new culture and traditions and sustain the old. From communities of active volunteers safeguarding important collections and monuments, to artists and creatives exploring the issues that concern us today – they are the living creative link between our communities, our organisations and institutions and our traditional culture and intangible heritage.

Cultural assets mapping

This data was taken from a mapping exercise of over 200 organisations, groups and activities in Angus undertaken during lockdown in 2020. It does not claim to cover every group, activity or site as not all could be reached at that time, but it is a representative sample of the breadth and type of activity Angus has to offer.

Natural and built environment

2,181 square km of scenic and fertile landscape and **109 km** of North Sea coastline and beaches supporting a rich biodiversity and aquaculture

6 Glens (which include 10 'Munros') in Glen Clova, Glen Doll, Glen Lethnot, Glen Prosen, Glen Isla and Glen Esk

5 country parks and nature reserves – Monikie Country Park, Crombie Country Park, Forfar Loch Country Park, Montrose Basin Nature Reserve and Murton Farm Nature Reserve

7 historic seaside towns and villages at Montrose, Arbroath, Carnoustie, Auchmithie, Lunan Bay, Monifieth and East Haven

7 distinct main towns – Arbroath, Brechin, Carnoustie, Forfar, Kirriemuir, Monifieth and Montrose.

22 festivals and public events

(many community-led)
including **Angus Accordion & Fiddle Festival**, **Angus Doors Open Days**, **Arbroath 2020+1 Festival**, **Bell Rock Music Festival**, **Bonfest**, **HAAR (Heritage Arts Auchmithie Residents) Festival**, **Kirriemuir Festival of Music and Song**, among others.

10 independent dance Schools and studios

75+ COMMUNITY GROUPS

including crafts, music, photography, choirs, country dance, botany, fine art, heritage and writing

4 CINEMAS

including the Montrose Playhouse, a new capital development project bringing a new combined arts venue to the Angus.

59 groups presenting, teaching or producing music

CULTURAL BUILDINGS

25 public and independent museums and art galleries

20 performance venues and spaces

7 PUBLIC LIBRARIES

2 ARCHIVES

NATIONAL TRUST FOR SCOTLAND PROPERTIES IN ANGUS:

Barry Mill near Carnoustie is the largest and finest example of a water-powered mill still in operation.

The 18th C William Adam designed **House of Dun**, soon to become the new home for the Angus Folk Collection.

The **JM Barrie Birthplace Museum** in Kirriemuir tells the story of the authors life and work.

HISTORIC ENVIRONMENT SCOTLAND PROPERTIES IN ANGUS:

Aberlemno Sculptured Stones, three large Pictish carved stones dating from AD 500 and 800

Arbroath Abbey, founded in 1178 and the site of the signing of the Declaration of Arbroath at in 1320 (which later influenced the US Declaration of Independence of 4 July 1776)

Brechin Round Tower and Cathedral built c. AD 1100, the tower became attached to Brechin Cathedral in 1806

Brown and White Caterthuns – two of the most impressive Iron Age hilltop enclosures in Scotland, near Edzell

Earth houses (ancient underground structures) at Ardestie, Carlungie and Tealing from the first two centuries AD

Restenneth Priory, near Forfar, dating from 12thc.

St Vigeans Museum, near Arbroath has a collection of 38 Pictish and Christian carved stones

Many castles and stately homes including Glamis, Brechin, Edzell, Invermark and Airlie Castles

The heritage Caledonian Railway between Brechin and Bridge of Dun.

18 groups & organisations offering access to traditional culture

71 organisations groups offering creative skills across a broad range of art forms

15 GROUPS & ORGANISATIONS INVOLVED IN WRITING AND PUBLISHING

37 organisations presenting or offering visual arts activities

Context for our Strategy

An effective and inspiring cultural strategy for Angus needs to be grounded in an understanding of what we have, where our potential and passions lie, and what barriers need to be crossed or opportunities embraced.

This section looks at the key strengths, challenges, opportunities and threats that exist for us in Angus now, drawn directly from community consultations.

Firstly, what do we mean by 'culture and heritage' in Angus?

Culture and heritage mean different things to different people. In Angus, we are lucky to have an abundance of both. These are the headline areas we believe comprise the Angus cultural and heritage offer today:

- Ancient sites, monuments and standing stones
- Archives and local history
- Crafts
- Dance
- Festivals and public events
- Heritage buildings including castles, country houses and heritage attractions
- Libraries
- Museums and gallery collections
- Music and song
- Natural heritage and country parks
- Photography
- Screen
- Textiles and fashion
- Theatre
- Traditional culture including local traditions
- Visual arts
- Writing, literature, storytelling and Scots language

Where Angus aligns with national policy, regional and sector strategies

A detailed analysis of existing local, regional and national strategies was conducted to inform strategy development. These are some of the headline findings.

The Tay Cities Deal has to date agreed significant cultural investment into Perth City Hall, Discovery Point in Dundee and Hospitalfield in Arbroath, Angus. Tay Cities future planning has delivered economic and tourism strategies for the Tay region, which are to be followed with a Tay Cities Cultural Strategy in the coming year. Dundee, Perth and Kinross and Fife have cultural plans and delivery models in place – it is essential Angus is also represented, included and is participating as an equal partner in Tay Cities region future planning and delivery.

Angus local strategic priorities are identified in relation to economic development (with particular reference to tourism, food and drink), regeneration, community, health and social care². While there are some references to 'heritage' in these local strategies, there is little mention of 'arts' or 'culture'. A clearer case must be made for the contribution culture and heritage can make towards regional priorities, and for better integration of culture within local planning and development.

The main providers for culture and heritage in Angus are Angus Alive, Historic Environment Scotland and National Trust for Scotland, beyond which most providers are single venues and

²Tay Cities Region Economy Strategy, 2019–2039; Tay Cities Region Tourism Strategy 2019 – 2024; Tay Cities Deal; Angus Economic Strategy 2013 – 2020; Angus Tourism Framework 2019 – 2024; Angus Community Plan 2017 – 2030; Angus Health & Social Care Partnership Strategic Commissioning Plan 2019 – 2022.

community led. It is therefore relevant for Angus to be aligned to sector strategies which reflect the work of these larger organisation with a national outlook (in particular Creative Scotland, Museums Galleries Scotland, Historic Environment Scotland) as well as the national Culture Strategy for Scotland, which aims to ensure culture is valued, protected and nurtured, and that:

"...culture is woven through everyday life, shapes and is shaped by society, and its transformative potential is experienced by everyone. Scotland's rich cultural heritage and creativity of today is inspired by people and place, enlivens every community and is celebrated around the world."
A Culture Strategy for Scotland, Our Vision, The Scottish Government, 2020

Key strengths, challenges, threats and opportunities for Angus culture and heritage

The following strengths, challenges, opportunities and threats were derived from analysis of survey, in-depth interviews and consultation sessions between May 2020 and January 2021.

Strengths

Diverse cultural offer and infrastructure

The diversity of Angus' culture and heritage offer is one of its greatest strengths and was one of the most referenced across consultations. The distinct and varied identities of Angus' towns and rural communities are highly valued, as are their accompanying traditions, histories and stories. Key strengths were recognised in the area's built heritage, in its traditional and contemporary offering for music and song, its crafts, festivals and events, and its visual arts and photography. In total over 200+ cultural organisations and activities were mapped across Angus.

Natural environment

The varied natural environment of the region is a core strength – from its glens and country parks and access to the Cairngorms, to its North Sea coastline, cliffs and beaches. The landscape is central to Angus 'sense of place' and is a focus for biodiversity and nature study, for walking tours and tourism. For local

In addition, key national, regional and sector facing stakeholders are taking stock as result of Covid-19, reviewing and putting in place recovery strategies that will protect existing culture and heritage provision, whilst taking proactive steps to integrate culture across the national performance framework to 'build back better'. These call for all organisations to acknowledge a 'new normal', to be bold in their thinking and place wellbeing at the centre of recovery efforts. In Angus, the pandemic has seen new ways of working and rapid decision-making across Council, partners, community and volunteer organisations in response to evolving lockdowns. Consultation has highlighted a strong desire to see this momentum, adaptability and new partnership working continue.

communities who have come through lockdown, the 'outside' was seen a place of safety, a source of wellbeing and a means of connection with others in a time of social distancing.

With climate change one of the largest global issues facing all nations today, growing Angus' local economy whilst ensuring environmental sustainability is a priority. Angus' cultural sector is ideally placed to help local communities and visitors better visualise and understand the impacts of climate change in this area of outstanding natural beauty, and through their work and programmes develop and promote a unique approach to sustainable cultural tourism.

Strategic Partners

Angus has a strong cultural infrastructure with both established and new community-led groups and a core of 'anchor' organisations providing multiple facilities and venues.

Angus Alive, Historic Environment Scotland and the National Trust for Scotland have the biggest investment and cultural 'stake' in the region. Between them they support the largest portfolio of buildings, facilities, collections and services for local communities and visitors, and are the biggest cultural employers.

Hospitalfield is recognised (across the UK and internationally) as an arts and artist residency centre and historic venue. Believed to be 'Scotland's first school of fine art' and the first art college in Britain³ it is currently undergoing extensive capital, grounds and facility development with funds secured via the Tay Cities deal bringing significant investment into and employment to Arbroath.

New developments such as the Montrose Playhouse are expanding Angus' cultural offer with a new cinema and exhibition space. A new museum has also been announced for Kirriemuir High Street – the forthcoming Rock Museum celebrating AC/DC's lead vocalist Bon Scott, which will add to the towns many existing assets including the Bon Scott Festival and Kirriemuir Folk Festival.

Cateran Eco-Museum is a 'museum without walls', designed to reveal the hidden heritage of 'Cateran Country' set between the Cairngorms in Perthshire and Newtyle in Angus. The museum has new funding in place to support environmental and artistic projects to explore how past actions have degraded the landscape and demonstrate how communities can regenerate the land and innovate their relationship with it.

In addition, Angus Council is viewed as a supportive and important partner for culture in Angus, both in terms of its power to lever partnerships and funding, and in the support it provides for local organisations in relation to community asset transfers, community planning and tourism initiatives.

Community

The communities of Angus are another key strength and asset for this strategy. The majority of cultural activity delivered in Angus is led by community-focused groups and organisations, and together they present a wealth of local passion and knowledge which can be harnessed to develop a strong, authentic voice for culture in the area.

³Source, [Hospitalfield](#)

Challenges

Inevitably the sector faces challenges, many of which have been intensified by the pandemic, and which must be overcome. The most significant of these are described below.

Fragmentation and poor communication

The diversity that everyone values as a strength in Angus also presents its single biggest challenge. For a relatively small rural area with a lot of activity taking place it was felt that adverse geographic and identity divisions between its boroughs, rural communities and villages made it disconnected both in terms of transport and communication. In the sector there is little 'joined up' working, and a tendency towards competition rather than partnership. There are few large-scale events and no regional programme to build cohesion or focus. A disconnect was also noted between community-led arts and culture activity in Angus, and the areas larger organisations and institutions.

Networking generally across the sector is low. It was felt that building professional, freelance and community networks with shared goals would help build cohesion, peer support, communication, visibility and increase potential for partnership working.

Audiences and marketing

While everyone recognises Angus has rich cultural offer, there was a consensus feeling that very few people outside Angus knew about it. There was criticism of how its cultural providers informed each other about what they were programming, and how the cultural offer is promoted across the region. It was felt that better marketing and digital inclusion could create an outward focus for the sector, and bring the cultural community and audiences together more successfully at a borough and regional level.

The lack of available audience data was noted by all, and questions were raised about the extent to which all of Angus' communities felt engaged with its cultural assets. Growing audiences, better understanding their needs and building relationships with them 'for public good' were seen as priorities to ensure culture felt current, relevant

and accessible for everyone. In particular, there was a strong incentive to attract, engage and find opportunities for younger people to engage with and drive cultural projects in Angus.

Skills and best practice

Sustainability issues have intensified for freelancers, groups and organisations during lockdown and specific need was identified for resilience in relation to governance as well as business, fundraising, marketing and digital skills. Issues around best practice in terms of the interpretation, engagement and digital presentation of culture and heritage were raised as challenges for securing funding and attracting audiences. In addition, a lack of professional connections outside Angus, and a lack of collaborative working in Angus, were seen as barriers to forming broader sector partnerships for mutual benefit and investment.

Advocacy

There is no clear case being made about the role and contribution of culture and heritage to the Angus economy, or its social value for communities. Nor is culture and heritage referenced in or prioritised as a delivery partner for regional strategies and priorities, and its ability to sustain itself in isolation was also queried. There was agreement that a credible case needed to be made for culture to open up partnerships and opportunities with important related sectors in Angus (such as tourism, food and drink, education and health) and to ensure the sector was integrated into, and local creatives involved in, regeneration and recovery approaches.

This will mean changing people's perceptions of what already exists and is on offer in Angus, and helping local and Tay Cities stakeholders, funders and partners understand how Angus' culture and heritage sector can contribute to the same priorities they are concerned with, and what added value it can bring.

Making this case in Angus will be easier if the sector can demonstrate cultural stakeholders working together towards a common aim.

Buildings and infrastructure

Our consultations indicate that people in Angus are attached to their cultural buildings, but they want them to be sustainable, to increase economic capacity and to be able to embrace digital technology. They also want culture to be enjoyed by more people and for it to play a bigger role in the learning, health and wellbeing of Angus communities.

A need was also identified to bring unity and depth to Angus' cultural identity, with a desire for activities that will draw together and promote all of Angus' infrastructure and market towns through a joined-up programme, rather than a focus on just one town or venue.

The post-Covid-19 landscape for culture in Angus

As 'local' takes on a whole new meaning and value following Covid-19, being able to access quality creative activities on our doorstep that help us identify what makes us unique, and what connects us with our local community, will be an important part of our individual and collective recovery. The culture and heritage sector can be at the vanguard here, keeping traditional culture and collections alive and thriving, while also developing new thinking and experiences for the people of Angus.

Opportunities

There are four key areas where Angus has opportunities to push a strong cultural agenda and lead the way in terms of regeneration. These are also where there is most potential for Angus to lead beyond its regional boundaries. These are:

Ambitious cultural regeneration and rural ecotourism

Cultural regeneration and rural ecotourism encapsulate a range of regional priorities and are areas where Angus' culture and heritage sector can make a significant contribution. It can lead the way in the reinvigoration of Angus' towns and high streets through themed festivals, events and artist interventions, and it can deliver culturally driven dialogue, debate and provocations in relation to climate change that are relevant for local and global audiences.

A community-driven and cohesive region-wide cultural programme

Developing a region-wide cultural programme will be an important catalyst for Angus' regeneration and repositioning as a cultural region. Developing a programme that responds to the health and wellbeing needs of communities post-pandemic, and that fuses and champions local artistic ambition, will also demonstrate Angus empowering its population through cultural activity and community participation.

Young peoples' cultural entitlement and skills development

"Every child has the right to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts."

Article 31, UN Convention on the Rights of the Child

Cultural entitlement should be ambitious and universal and there is an opportunity in Angus to significantly increase the engagement and empowerment of its young people through cultural activity. The region's cultural resources and stakeholders can work together to ensure every young person has the opportunity to engage with culture, is able to participate freely in a cultural life that is relevant and meaningful for them and encourage them to build careers in Angus that contribute to its future prosperity.

Sector capacity building

Investing time and effort in a comprehensive and wide-ranging programme of skills and talent development that deliver best practice (from volunteering to specialist knowledge areas) will significantly increase the region's cultural capital, its reputation as a cultural region and its attractiveness for future investment and partnership.

Upskilling is also about knowledge exchange. Enabling Angus' cultural sector to seek out new thinking and approaches to culture and heritage delivery, and bring learning and experience from outside Angus in, will influence change at a local level. Continuous learning is essential if the sector is to innovate and continue to excite and engage audiences now and into the future.

Threats

Angus has many enviable strengths, however there are significant high-level threats (or perceived threats) that could affect the successful delivery of this strategy. These include:

Town centre decline

The exodus of retail and the changing nature of high streets which have left empty premises, poor quality buildings and suggest a perceived decline which can be damaging for attracting future investment and visitors.

Unsustainable infrastructure

Angus has many beautiful cultural buildings, but many are Victorian in construction and costly to run, are not fit for contemporary cultural presentation and need considerable investment to upgrade and make them environmentally sustainable.

The economic impacts of Covid, Brexit and the worsening recession will mean owners of Angus' cultural capital will be facing difficult decisions in the near future in relation to its built assets.

Access to culture

If the cultural programming and experiences on offer in Angus do not feel relevant or accessible to more people, then they will not be valued and it will be difficult (if not impossible) for them to be sustained.

Digital access

Whilst there is a desire from many cultural providers to augment access and participation through digital media, double access issues were regularly cited in terms of uneven or poor digital connectivity and acknowledgement of lower levels of digital skills.

Rural transport

Whilst Angus is a relatively small geographic area the disconnections between its boroughs, rural communities and villages in terms of transport were a common complaint in consultation, and frequently perceived as a barrier to cross-regional participation.

Ambition

In-depth interviews and consultations enabled several ambitions for culture and heritage to emerge for the strategy and were expressed as

1. Angus has made its transformation from 'hidden gem' to internationally recognised as a centre of cultural production, with a thriving community-driven culture and heritage ecology, and a sustainable and award-winning culture and eco-tourism offer
2. Angus communities are celebrating the diversity and identity of each locality, drawn together into a regional programme that presents a great cultural region with flagship projects and regional events.
3. Artists, creative freelancers and culture and heritage organisations in Angus are galvanising local communities into positive regeneration and environmental change through innovative work which is achieving critical acclaim at home and internationally.
4. Improved dialogue between Angus' civic, cultural and community representatives is demonstrating best practice in participatory governance and together they are driving the regeneration and reinvigoration of Angus' towns and high streets, and ensuring all in Angus have access to, and are benefitting from, its culture and heritage.
5. The Angus culture and heritage sector are working together to deliver positive change in the region. They are attracting investment and generating opportunities for cultural workers and communities.

Angus culture sector achievements to date

It is important to recognise that these ambitions are building on achievements and activity already underway in Angus.

At a strategic level, the creation of an independent culture, sport and leisure charity, Angus Alive, in 2015 (which is responsible for many of Angus' cultural buildings and collections) can be seen as an important first step in regional cultural development.

Creative Scotland's funding of the Angus Place Partnership in 2018 (including Angus Council, Angus Alive and the Brechin 2020, Arbroath 2020 committees) has strengthened creative development across the region over its three-year programme and is encouraging participation and interest in Angus' arts and heritage through projects such as Arbroath 2020+1 Festival.

Hospitalfield's ambitious five-year capital investment plan has brought new momentum and vision to contemporary visual arts development in Angus, and the broader region, creating a revived and extended heritage and contemporary cultural facility. With £3m already raised it has also secured £5.5 million from the *Tay Cities Deal Culture & Tourism Investment Programme* to create additional new buildings. This will provide new public, research and artist residency spaces essential for their learning programmes. The investment is also bringing new investment and employment to Arbroath.

The capital redesign and development of the new, Creative Scotland-funded Montrose Playhouse will bring three adaptable cinema screens, two flexible activity rooms, a café bar, a programme of events and employment to Montrose, Angus and south Aberdeenshire.

The recently successful transfer of ownership of the Arbroath Courthouse to an independent trust will enable it to remain a community-centred asset for Arbroath, to become a catalyst for new social trading, life-long learning and creative participation.

New additions to the busy Kirriemuir culture and heritage offer with promise of a new Rock Museum for its High Street to complement the already

internationally popular Bon Fest, as well as the Kirriemuir Folk Festival, JM Barry Birthplace Museum among other visitor attractions.

The CATERAN Eco-Museum is already drawing funding from several sources to support environmental and artistic projects specific to the region's natural environment and biodiversity.

Angus Alive's fundraising from Museums Galleries Scotland will support a major redesign and development of the historic Montrose Museum making its collections more accessible in a reimagined venue telling the town's stories.

The Angus Tourism Cooperative is building a collective voice and momentum for businesses and organisations involved in tourism in Angus with activities that promote a more holistic experience for visitor and locals alike.

Appetite for Angus is a new network of food and drink businesses in Angus who are working together, and with the tourism networks, to promote local produce.

Key regional stakeholders have been and are working together and networking for the purpose of developing this strategy.

Needs

It is essential our cultural plan and model delivers the fundamental needs that have arisen from this research and consultation process. It must:

Nurture and protect

Build cohesion and collaboration by bringing the culture and heritage sector together (practitioners, culture and heritage professionals, communities and volunteers) in a community of practice to share knowledge and expertise and realise their highest ambition

Deliver advocacy to ensure there is a strong voice representing culture at strategic decision-making levels within the broader region and nationally

Support artistic and professional practice in the sector to deliver best practice culture and heritage experiences for audiences

Increase access and inclusion

Build trust, credibility and relevance with communities, funders and stakeholders

Be transparent in its governance to inspire trust and credibility in its work

Develop effective and inspiring communications and information exchange across stakeholders, audiences and participants

Include everybody – by representing different voices and needs from across the community, and particularly engaging young people

Sustain and develop

Build networks that support collaboration and communication across the sector and peers

Provide effective leadership, administration and coordination of activities for the benefit of Angus

Define a clear set of deliverables and outputs that can be measured and evaluated

Generate evidence of the impact of culture and heritage that supports advocacy for the development and sustainability of the cultural offer long term

Priorities

This culture strategy needs priorities to clearly:

Give focus and make an overall difference to the cultural landscape of Angus

Build on high level aims that already exist in Angus

Build on existing cultural assets and strengths

Respond to aspirations and ambitions expressed in the consultation

Introduce innovation and new ideas

Make culture an attractive and joined up investment proposition

Ensure culture is benefitting more people

The priorities which emerged in consultations can be summarised under three themes:

1. Place 2. People 3. Culture and Heritage Economy

These are fundamental priorities which are shared with economic development, tourism and community planning. Artists, culture and heritage professionals have an important role to play in helping these priorities come alive and be tangible for people in Angus.

1. Place

Place is central to how communities and individuals understand and experience culture in Angus. Angus may be a comparatively small part of Scotland, but it is multiform in variety – something which is highly valued by residents and visitors alike.

Its seven towns are as important to its regional identity as its rich natural environment. Its glens, coastline, mountains and parks are as important as its historic monuments, castles and country houses. And its history, language and traditions are as important to its identity and sense of place as its agricultural, maritime and industrial history.

The Scottish Government's Place Principle (2019) supports that places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them.

By adopting the Place Principle as a priority in the strategy we commit to a collaborative, place-based approach to support culture and heritage in a way that harnesses and draws on our combined assets and resources, enhancing Angus' identity as a cultural incubator and destination.

2. People

We know strong communities are vital for successful places, and a critical ingredient for the success of our strategy is the people who contribute to Angus' cultural and heritage. From artists, makers and sector professionals to the many volunteer and community-led groups, festivals, events and venues that provide a broad range of activities for local audiences and visitors, it is important that in implementing this strategy their continued engagement and passion for culture is supported.

It is also critical that people who do not currently feel engaged or included in Angus' cultural and heritage offer are also given the opportunity to help define and shape its cultural future, particularly as we begin to build back better from Covid-19.

Through this priority we commit to taking a people-centered approach to our cultural planning in Angus, ensuring culture and heritage are accessible, inclusive, relevant and delivering public good. By encouraging and supporting volunteering in culture and heritage activities we will help tackle isolation and support intergenerational exchange. We will create new opportunities for young people to be ambitious and achieve success through their engagement with the creative sector, and we will contribute to improving the physical, mental and emotional health and wellbeing of Angus' communities.

3. Culture and heritage economy

Culture and heritage organisations, groups, events and freelancers already contribute to Angus' economy and reputation primarily through employment, attracting investment and through their contribution to the local tourism economy.

Through this priority we commit to adopting a partnership approach, working collectively to ensure culture and heritage plays a more impactful and driving role in Angus' regeneration, in Covid-19 recovery and in growing the reputation and attractiveness of Angus as a cultural and ecotourism destination.

By investing in skills, networks, organisational and digital development the sector will be more able to generate sustainable careers and resilient organisations into the long term. And by exploring innovative knowledge and partnership-driven delivery models that attract investment and increase audience engagement, the culture and heritage sector can increase its contribution to regional economic development.

Our Guiding Principles

Many people who contributed to the shape and content of this strategy also expressed feelings about how they would like the sector 'to be' going forward. These recurring themes have been brought together to define an ethos for working together in Angus – some Guiding Principles – which can be used as a checklist or reference for the organisations, projects, groups or individuals working with their peers to deliver the strategy.

In Angus, we will:

Work collectively – to replace the disconnected or competitive working practices with collaboration and good partnership working. In doing so we will learn from each other and become more than the sum of our parts for the benefit of our communities and the region. By demonstrating and modelling good partnership working, we will also be a more attractive proposition for funders and sponsors for longer term investment.

Champion our strengths – of which there are many, through joined-up communications which tell the authentic story of Angus, reflect our cultural variety in a way that is relevant for today.

Be bold – and harness our experience of lockdown to challenge how we do things in Angus, to be brave and take creative leaps together that help to bring surprise, joy and inspiration to the people of Angus and its visitors.

Look outwards – to refresh and challenge our thinking about our respective culture and heritage practices and beliefs, and to bring cultural experiences from outside to the communities of Angus, providing opportunities to connect culturally with other parts of the UK and the world.

Embrace digital – as a means of supporting and transforming how we work together across the culture and heritage sector. Investing together in digital innovation will ensure we can sustain and grow our cultural businesses, expand the learning potential and knowledge exchange from our culture and heritage assets, and change how, when and where we engage with local communities and audiences in Angus and across the world.

Follow best practice – because we wish to continually provide the best quality cultural and heritage experiences for our audiences, participants, visitors, employees and volunteers. Demonstrating success and best practice is good for Angus' wider reputation and is a vital ingredient in attracting funders and prospective partners, opening up more opportunities for Angus long term.

Angus Cultural Strategy

There is much in Scotland’s national vision and aims for culture which are relevant to, and align with the concerns, strengths and opportunities expressed by contributors for the role of culture and heritage in Angus. These are reflected in our vision, mission and aims for culture and heritage in Angus.

Vision

Everyone in Angus has pride in, values and shares our rich heritage and contemporary cultural offer.

Mission

Angus is internationally recognised as a thriving, sustainable and innovative cultural region embracing its communities and welcoming visitors

Aims

Culture and heritage are:

- 1. **Transforming Angus’ reputation nationally and internationally** – Angus’ many cultural assets can work to transform perceptions of the region by presenting and celebrating the best it has to offer, positively impacting the lives of the people who live and work here and repositioning it as a great cultural and heritage region for visitors.
- 2. **Empowering Angus communities** – Everyone in Angus has the opportunity to engage with, enjoy and benefit from its culture and heritage. An authentic and representative cultural programme is increasing participation and empowering young people to be active in cultural decision-making.
- 3. **Adding value to the Angus economy** – Angus’ culture and heritage businesses, community groups and professional practitioners together present a strong, resilient and thriving cultural ecology which is growing and attracting inward investment, contributing the local economy, regeneration and Covid-19 recovery.

The Angus Culture and Heritage Strategy Framework

Vision	Everyone in Angus has pride in, values and shares our rich heritage and contemporary cultural offer
Mission	Angus is internationally recognised as a thriving sustainable and innovative cultural region embracing its communities and welcoming visitors
Needs	Nurture & Protect Access & Inclusion Sustain & Develop
Priorities	Place People Culture & Heritage Economy
Aims	1. Culture is transforming Angus 2. Culture is empowering Angus’ communities 3. Culture is adding value to the Angus economy
Guiding Principles	Work Collectively Champion our Strengths Look Outwards Be Bold Embrace Digital Follow Best Practice

We will now look at each of the culture strategy aims in more detail.

AIM 1:

Culture is transforming Angus’ reputation nationally and internationally

Angus’ many cultural assets can work to transform perceptions of the region by presenting and celebrate the best it has to offer, positively impacting the lives of the people who live and work here and repositioning it as a great cultural and heritage region for visitors.

OBJECTIVE	DESCRIPTION	EXAMPLE ACTIONS	EXAMPLE OUTCOMES
<p>OBJECTIVE 1:</p> <p>Increase the attractiveness and visibility of Angus as a desirable place to live, work and visit</p>	<p>Working together, and with regional partners in tourism and economic development, the culture sector is increasing economic growth and pride of place, expanding local audiences and growing its international reputation as a cultural destination</p>	<ul style="list-style-type: none">• Develop and market (broadly and digitally) an Angus Culture and Heritage annual events programme, incorporating indoor and outdoor activities and presenting Angus’ full culture and heritage offer• Individual town and locality projects are celebrated widely and are drawn together digitally to present and celebrate Angus’ identity as a vibrant and diverse cultural region.• Themed flagship Angus-wide projects delivered in partnership showcase local talent to UK and international audiences – builds excitement and a sense of belonging for local audiences in a time of social distancing and encourages visitors to stay and explore	<ul style="list-style-type: none">• Angus’ cultural sector is working purposefully with regional partners in tourism, food and drink to harness their full potential for economic growth and present a thriving, exciting and attractive cultural destination• Angus’ cultural identity is easily written into regional marketing strategies and is contributing an authentic voice to wider Tayside region planning• Angus is re-positioned as a vibrant cultural destination that celebrates its diversity and showcases its talents for the benefit of local, national and international audiences
<p>OBJECTIVE 2:</p> <p>Celebrate best practice in arts, culture and heritage</p>	<p>Angus’ vibrant community of creative freelancers and culture and heritage professionals are nurtured and developed to deliver exciting cultural experiences that attract investment and build Angus’ reputation as a region of cultural excellence</p>	<ul style="list-style-type: none">• Professional partnerships that bring national collections, artists and experiences into Angus cultural programming• Professional knowledge exchange initiatives that bring outside perspectives and experience to the professional, collection, interpretation and digital development of the sector in Angus• Generate opportunities and commissions that provide time and resource for local professionals to research, develop and grow their expertise, practice and talents and present new work• Give high street visibility to locally grown artists, makers, musicians and creatives to showcase and share their expertise and skills, and to celebrate and support a diverse retail and leisure offer	<ul style="list-style-type: none">• Cultural sector has a reputation for innovative thinking, best practice and is attracting external investment• Creative practitioners (cultural cluster) in Angus are drawing international media interest• The cultural retail and entertainment offer in Angus towns and high streets has increased health and wellbeing and is boosting the local economy
<p>OBJECTIVE 3:</p> <p>Culture is a driving eco-tourism and contributing to global dialogues around climate change</p>	<p>The culture and heritage sector in Angus is actively promoting the benefits of, and engaging local and visitor audiences with, its outstanding natural assets, whilst protecting and increasing awareness of climate change and sustainable actions.</p>	<ul style="list-style-type: none">• Angus-wide research project to explore the linkages between Angus’ culture and heritage activities and its natural environment and climate change• A collaborative sector development project to explore and secure finance and support for innovative climate adaptation and delivery models appropriate for culture and heritage organisations and groups in the area, including public-private partnerships, resilience funds, and competitive approaches• Develop and promote an exciting, compelling cultural/eco-tourism offer that is unique to Angus working with regional stakeholders and wider UK and international partners. Incorporating themed cultural events and festivals, food and agritourism, sustainable towns and rural community projects	<ul style="list-style-type: none">• Angus-specific metrics and indicators identified to track climate change locally and reduce risks to Angus’ natural environment from increased cultural activity and tourism• Sector has received inward investment to future-proof culture and environment planning and programming• The area has gained international recognition as a responsible and innovative cultural and eco-tourism destination through case studies and best practice awards

AIM 2:

Culture is empowering Angus communities

Everyone in Angus has the opportunity to engage with, enjoy and benefit from its culture and heritage. An authentic and representative cultural programme is increasing participation and empowering young people to be active in cultural decision-making.

OBJECTIVE	DESCRIPTION	EXAMPLE ACTIONS	EXAMPLE OUTCOMES
<p>OBJECTIVE 1:</p> <p>Everyone in Angus has access to and feels included in its culture and heritage activity</p>	<p>Angus has a strong core community actively engaged in its cultural life, but there are many who feel disconnected from its cultural offer. One legacy of the pandemic is an understanding of the role creativity plays in positive mental health. Culture in Angus must be accessible and inclusive to positively impact the region’s wellbeing</p>	<ul style="list-style-type: none"> • Develop community-led and inter-generational cultural programmes that build an understanding of, and pride in Angus’ cultural assets and make opportunities for people to engage with culture every day • Specialist arts and health practitioners are consistently working with community partners to create, monitor and evidence the positive impact of cultural engagement across Angus communities • Investment in new and digital models of cultural engagement and interpretation are developed by trained creative professionals working in partnership with libraries, health, social care and education • Investment in digital access tools and social media that improve region-wide visibility of, and engagement with indoor and outdoor cultural experiences for all ages 	<ul style="list-style-type: none"> • Regional surveys indicate increased levels of civic pride and ‘belonging’ in Angus as a result of cultural engagement. • Regional audience surveys quantitatively evidence more young people, families and people from diverse backgrounds engaging with Angus cultural offer, and awareness of Angus’ cultural programme and activities has increased • Qualitative research evidences the impact of cultural engagement on mental health and wellbeing in Angus • Culture and heritage organisations and groups can demonstrate inclusive programming, increased audience figures and greater access and participation from hard-to-reach groups
<p>OBJECTIVE 2:</p> <p>Develop and implement programmes that empower community-driven activity</p>	<p>Connect Angus’ passionate volunteer and community groups to each other and to the wider cultural sector and enable support and access to specialist advice that will sustain and increase success of their activities for the benefit of local communities</p>	<ul style="list-style-type: none"> • A community-driven cultural programme that empowers and energises local communities in their artistic ambitions and successfully engages local audiences • Establish Angus-wide network for community-led groups to increase co-programming and promotion, and to effectively channel opportunities and challenges to regional decision-makers • Facilitate surgeries for specialist governance, programming and development support for community groups entering into or taking forward community ownership activities 	<ul style="list-style-type: none"> • Community activities are visible and accessible to all and audiences are more able to engage locally • Challenges facing community groups delivering cultural activities are heard at a regional level and acted upon, and opportunities for stakeholder benefit are maximised • More of Angus community asset transfers are flourishing, sustaining local activity and engagement and contributing to the economy
<p>OBJECTIVE 3:</p> <p>More young people in Angus are actively engaged and leading cultural activity</p>	<p>Cultural entitlement in Angus is ambitious and accessible for all. It is building confidence, regional connectivity, belonging and career skills</p>	<ul style="list-style-type: none"> • Commission and deliver Angus Youth Culture Strategy in consultation with, or led by, the young people of Angus • Secure regular funding to ensure all young people in Angus have access to national creative learning programmes in a range of art forms • Youth culture ‘spaces’ are sponsored by local public/private partnerships, programmed by experienced creative professionals helping to build confidence, skills and self-expression • Creative Apprenticeship are embedded in Angus cultural infrastructure as a regular opportunity and career path option for young people in Angus 	<ul style="list-style-type: none"> • Young people in Angus have exercised their cultural entitlement, established new youth networks and are taking an active role in its cultural future • Regional surveys evidence Angus has the highest rate of youth engagement with culture in Scotland • Education sector surveys show consistent take up of creative apprenticeships • Regional surveys evidence increased confidence in its young people, with more stating they will remain in Angus to develop careers

AIM 3:

Culture is adding value to the Angus economy

Angus’ culture and heritage businesses, community groups and professional practitioners together present a strong, resilient and thriving cultural ecology which is growing and attracting inward investment, contributing the local economy, regeneration and Covid-19 recovery.

OBJECTIVE	DESCRIPTION	EXAMPLE ACTIONS	EXAMPLE OUTCOMES
<p>OBJECTIVE 1:</p> <p>Increase sector resource, networking and resilience skills</p>	<p>The diversity of the Angus cultural ecology makes a ‘one size fits all’ development solution impractical, and a bespoke solution too costly. A model that facilitates support, networking and skills development is preferred, with the ability to fundraise at a regional level for capacity building activities that tackle issues relevant to all the sector</p>	<ul style="list-style-type: none">• Signpost to and increase sector uptake of existing local and sector training and skills options (governance, business, finance, fundraising, marketing, audience development)• Establish and resource professional peer networks for learning and support, with Masterclasses that connect Angus professionals to each other and wider sector knowledge and experience• Invest in research that supports Angus-wide culture and heritage sector development including the following (in consultation with tourism stakeholders):<ul style="list-style-type: none">• Audience Development Strategy• Digital Development Strategy• Regional Marketing Strategy• One-stop culture and heritage sector digital platform that promotes its cultural programme to audiences, increases connectivity across the sector, and makes local cultural ‘suppliers’ visible to public and private commissioners	<ul style="list-style-type: none">• Regional sector surveys indicate an increase in income and confidence in financial sustainability across the culture and heritage sector• Sector surveys evidence increased communication and professional partnership working across the sector• Angus culture and heritage programme is visible to the world, accessible to all audiences and digitally connected and enabled• Sector surveys evidence the Angus culture sector has increased its collective fundraising and income generation from local, sector and national funders• Audience research shows increased audience figures, awareness and an increase in public enquiries from Scotland and internationally via its regional promotion platform
<p>OBJECTIVE 2:</p> <p>Culture is integrated into regional planning</p>	<p>Cultural and heritage strengths are clearly communicated to local stakeholders – culture is ‘written in’ as a credible delivery partner for Angus and Tayside development planning. Cultural leadership in Angus is facilitating opportunities for the sector through regional partnerships and networking, and is ensuring culture is taking a lead role in the region’s regeneration and post-Covid-19 recovery</p>	<ul style="list-style-type: none">• Angus cultural model is actively representing culture and heritage in regional planning networks• Local opportunities for cultural commissions and employment are increased by raising awareness of, and facilitating partnerships between Angus’ culture and heritage and Tayside stakeholders• Culture and heritage anchor organisations are networked and actively engaged in generating Angus-wide partnership projects that generate mutually beneficial opportunities and investment	<ul style="list-style-type: none">• Angus culture and heritage is visible and written into Angus and wider• Tayside planning and strategies as a valued delivery partner• Regional economic indicators evidence increased income and return from the culture and heritage sector• Sector surveys evidence growth in number of culture sector employees and freelancers with sustainable livelihoods
<p>OBJECTIVE 3:</p> <p>Culture is visibly leading Angus’ regeneration and recovery</p>	<p>The Angus culture and heritage sector is working with key sector stakeholders to maximise opportunities that build momentum in, and lead the way for Angus’ town centre regeneration in the long term, and Covid-19 recovery in the short term</p>	<ul style="list-style-type: none">• Investment secured and opportunities brokered for culture sector interventions in town centre spaces that attract local audiences, present exciting experiences in civic spaces and help to actively engage communities with town centre re-development• Culture and tourism partnerships offer creative commissioning opportunities for local artists as part of Angus’ cultural calendar of festivals and events• Anchor and community organisations work in partnership to trial collaborative delivery models that utilise cultural and non-cultural spaces to present themed cultural experiences that attract and engage audiences across Angus seven towns	<ul style="list-style-type: none">• Evidence of greater public engagement in civic planning through responsive and creative town centre and high street engagement projects• Regional surveys show increased visitor numbers, spend and dwell time in and across the region• Regional studies show higher resident satisfaction ratings on quality of life in Angus• Social Return on Investment (SROI) impact study conducted by culture stakeholders evidences the sector’s combined contribution to Angus and provides a baseline for future growth• Angus towns and high streets projects are cited as best practice/award-winning case studies for cultural regeneration

How We Will Make It Happen



While there is no shortage of strengths, opportunities or enthusiasm to deliver the Aims and Objectives of the strategy, there are vital gaps and needs that must be resolved before the plan can be delivered. These are:

- 1. Governance** – a home is needed that will drive the strategy and provide leadership and advocacy for and on behalf of culture and heritage across Angus
- 2. Resource** – both human and financial, to enable implementation of the development activities set out in the plan.
- 3. Partnership** – there is a need to establish cohesion and good partnership working across what is currently a diverse, fragmented and disconnected sector if the high level aims of the strategy are to be achieved.

1. Governance

It is essential for Angus to decide, agree and implement a realistic model of local governance and decision-making for culture and heritage in Angus that:

- Embeds culture into local and regional decision-making
- Drives delivery of the strategy and related projects
- Advocates and communicates the strategy
- Makes Angus a credible and attractive partner
- Develops and promotes Angus-wide projects
- Evaluates and monitors delivery of the strategy
- Commissions appropriate local research
- Supports organisations and groups to access development support

The criteria needed for this governance model include that it is:

- Representative of and responsive to Angus' diverse culture and heritage ecology
- Integrated at a regional level
- Focused on collaboration for public good (rather than individual gain)
- Adaptable (it can lever investment and partnerships in response to the rapidly changing context for culture and heritage)
- Able to fundraise for the benefit of the sector Angus-wide
- Accountable, transparent and compliant
- A credible and legal recipient for public / private funds

Observations

Identifying a model to drive the strategy and ensure its implementation is essential.

As we emerge from lockdown, all culture and heritage stakeholders in Angus are currently focused on reopening after a year of lockdown and are managing risk and ongoing operational and financial uncertainties. The identification of a single existing lead organisation for the delivery of this strategy at this time is therefore not possible and forcing this would risk strategy failure. Successful implementation of the strategy requires both buy in and active participation across key stakeholders as well as other interested parties.

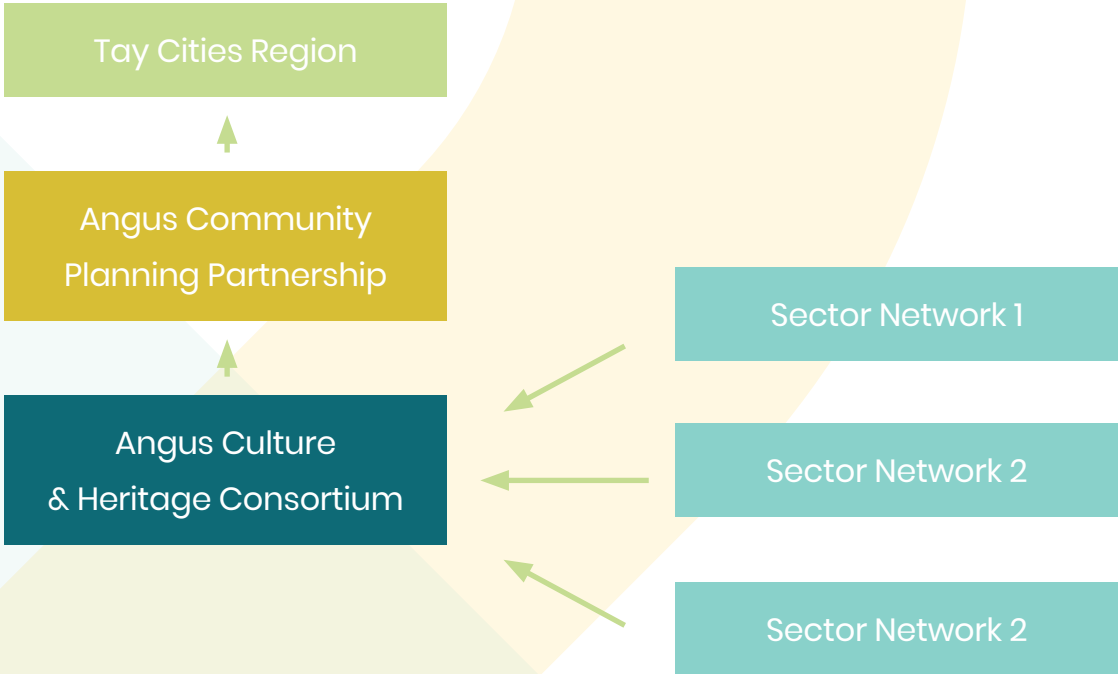
Recommendation

It is recommended that a partnership governance model is taken forward by the partners and key stakeholders with a shared interest in the success of the strategy to establish a formal 'Consortium' (replacing the informal group which has informed strategy development).

A Consortium model is the recommended option in Angus because it can:

- Represent culture and heritage stakeholders of different scales and types, which ensures transparency and credible leadership
- Support the diversity of the sector, bringing together the breadth of expertise, skills, resources and networks that already exist across stakeholders
- Draw together the varied activity currently being delivered behind a single strategic vision
- Flex and adapt in response to the changing context for culture and heritage in Angus

Proposed Angus Culture and Heritage Consortium Model



We recommend Angus Alive working with key stakeholders Angus Council and the Angus Community Planning Partnership to establish the new formalised **Angus Culture and Heritage Consortium (ACHC)** and invite Angus-based anchor culture and heritage organisations and stakeholders into the partnership.

- The model will provide two-way knowledge exchange between ACHC and new sector networks
- The ACHC will fulfil advocacy, development support and regional fundraising for Angus-wide benefit
- Leadership, administration and coordination of the Consortium will be contributed by Angus Alive, who will feed into the Angus Community Planning Partnership, and into broader Tay Cities Region planning.

Integrating the ACHC in this way ensures the full spectrum of Angus-wide culture and heritage representation and input to Angus Community Planning and decision making through a single model, and supports close partnership working between culture and tourism, education, health, economic development and regeneration representative bodies.

2. Resource

While a governance structure will provide a means of operation and leadership, the strategy cannot be delivered without resource – human and financial. This gap requires:

Human resource

- Human resource to coordinate and monitor Consortium activity undertaken to deliver the strategy
- Culture and/or heritage sector expertise to respond professionally to sector development needs
- An understanding of the culture and heritage policy and funding landscape
- Professional networks that help connect, inform and facilitate opportunities for the sector with stakeholders in Angus and Tayside, and with the broader culture and heritage sector nationally (and internationally)

Seed funding to

- Cover the legal costs of establishing the Consortium
- Initiate and begin administration of Consortium activity
- Begin fundraising for regional projects
- Kick start activities that will contribute to Covid-19 sector recovery 2021-2023

Observations

Delivery requirements of the plan point strongly to the need for culture and heritage role(s) at a regional level to coordinate and ensure delivery of the strategy.

Angus Alive is already working towards employing a senior leadership role from its core budget with responsibility to fulfil Angus Alive’s culture and heritage remit as part of its Services Specification with Angus Council.

Recommendation

- Angus Alive’s recruitment of a senior leadership role for culture in 2021 to include responsibility for leading and evaluating activity of the Consortium, and lead reporting for the Consortium into the Angus Community Planning Partnership and Tayside cultural planning groups.
- Angus Alive also appoints one additional role (fixed term for 23 months, 2021-2023) with responsibility to establish, administer and develop the Consortium and begin strategy delivery activity (including fundraising)
- Seed funding investment is provided by Angus Council to establish the Consortium and enable it to kick-start strategy delivery activities
- The Consortium’s activities and the additional role are assessed and evaluated for effectiveness in 2023 – the further evolution of the Consortium from that point should be based on the Consortium’s learning and achievements, sector ambition and requirements, and the financial and operational capacity of all partners almost two years after Covid-19.

3. Partnership

Governance and resource will only go only so far in delivering this strategy. It is essential now for Angus to foster a strong collective approach and good partnership working for the benefit of Angus' culture and heritage ecology going forward. Consortium models work best where local partners are galvanised to work together for mutual and collective benefit behind a shared vision. The ambition and aims in this strategy illustrate a strong desire for the sector to come together to effect economic and social transformation through culture.

Observations

- Delivery of this plan will only happen if effective partnerships are in place across culture and heritage, working with communities and non-culture partners such as tourism, health and education.
- Demonstrating 'good partnership' is an essential ingredient of private and public sector working and will be vital if the sector is to attract (and sustain) funding for the benefit of culture and heritage across Angus.
- Support from Angus Council and a good relationship between the Council and the Consortium will also provide assurance for external funders that investment into Angus is a safe bet.

Recommendation

- The Angus Culture & Heritage Consortium is established with a formal partnership agreement
- The Consortium adopts and abides by the Guiding Principles set out in the strategy and principles of 'good partnership' (see below)
- The Consortium undertakes a regular partnership review with success measures related to strategy delivery, priorities and best practice.

KEY PRINCIPLES OF 'GOOD PARTNERSHIP'	SIGNS OF POOR PARTNERSHIP
<ul style="list-style-type: none">• Partnership is based on openness, trust and honesty• The right partners are involved, bringing the skills, expertise and influence needed to steward a project• Agreeing shared goals and values at the outset – collective benefit, not self-interest• Time is taken to establish trust, joint methods of working• Clarity around responsibilities – to avoid conflicts, delays or failed projects• Regular communication between partners• Regular review of partnership agreements to ensure values and aims are on track, and the right partners are still involved	<ul style="list-style-type: none">• Where partners have different values and priorities (leading to conflicts of interest)• Where no formal agreement or partnership agreement is in place to keep the partnership on track• The partnership is grievance rather than solution-focused• Unequal skills or resources across the partnership (which may lead to the balance of power lying with one partner)• There is a lack of communication, or unequal involvement by partners• Partners show a lack of respect for others in the partnership in meetings, communications or working practices

Route Map to the Angus Cultural Strategy

Delivery June – Dec 2021

MILESTONE 1:

Governance Model for Angus Culture & Heritage Consortium (ACHC)

Lead: Angus Alive, Angus Council, Angus Community Planning Partnership

When: Jun–Aug 2021



MILESTONE 2:

Resource identified and secured

Lead: Angus Alive, Angus Council,

When: Sep–Dec 2021



MILESTONE 3:

Inaugural meeting of Angus Culture and Heritage Consortium

Lead: Angus Alive, ACHC

When: Oct–Dec 2021



Delivery of Angus Cultural Strategy Action Plan
can commence

MILESTONE 1:

Governance Model for Angus Culture & Heritage Consortium (ACHC)

Milestone 1 should be led by a steering group including Angus Alive, Angus Council and the Angus Community Planning Partnership. The Steering Group must consider and agree governance, administration, resourcing and terms for the Angus Culture and Heritage Consortium.

The Angus Culture and Heritage Consortium must be responsible for leading and facilitating promotion and implementation of the Strategy, administration of the Consortium’s activities, monitoring and evaluation of progress of regional activity against the strategy, and evaluation of the effectiveness of the Consortium itself.

TASKS	WHO	OUTPUTS	TIMEFRAME	KEY OUTCOMES
Presentation to Angus Community Planning Partnership of Angus Cultural Strategy and proposed integration of ACHC (23 June 2021)	Angus Alive	Presentation	23 Jun 2021	Understanding of Culture Strategy aims and agreement for integration with ACPP.
Steering group defines the governance and reporting of the ACHC, informed by criteria outlined in the Angus Cultural Strategy	Angus Council, Angus Community Planning Partnership, Angus Alive	Governing documents for ACHC, including Terms of Reference/MOU, role descriptions and responsibilities for Chair, Secretariat/Administration and Consortium Members	Jun–Aug 2021	Governance, leadership and driver mechanism for the Cultural Strategy secured.
Reporting of ACHC integrated with Angus Community Planning Partnership	Angus Community Planning Partnership			
Legal documents / agreements prepared	Angus Council, Angus Alive			
ACHC Terms of Reference incorporating Guiding Principles and Good Partnership aims, measures of success and evaluation	Angus Council, Angus Alive			
Chair (role and terms) agreed	Angus Council, Angus Alive			
Secretariat and administration roles defined and agreed	Angus Community Planning Partnership, Angus Alive			
Consortium members selected for invitation, based on criteria outlined in strategy	Angus Alive, Angus Community Planning Partnership, Angus Place Partnership	Email invitation	Jun–21	Public and sector awareness raised of Strategy implementation
PR / Media Release announces launch of AHCH	Angus Alive	Press Release		

MILESTONE 2:

Resource identified and secured

Angus Alive internal recruitment process activated for additional fixed term post to coordinate and monitor Consortium activity undertaken to deliver the strategy. NOTE: The below information does not apply to the recruitment process for the senior leadership role for culture in Angus Alive which will be completed internally.

Job/role descriptions informed by Angus Cultural Strategy delivery needs, and delivery of ACHC activities.

Launch budget defined and ring-fenced to kick start strategy delivery.

TASKS	WHO	OUTPUTS	TIMEFRAME	KEY OUTCOMES
Role expertise, skill requirements outlined for Job Description with reference to Angus Cultural Strategy aims, objectives and plan requirements	Angus Alive	Outline skills specification and job description	Jun-21	Roles and direction defined and agreed for Angus Alive requirements that also meet ACHC needs and criteria
Job Description (responsibilities, specification and terms) defined and agreed and signed off	Angus Alive	Signed off job description	Jun-21	
Recruitment Pack finalised (including job description, outline for Angus new strategic direction, regional aims and objectives, description of ACHC membership and reach)	Angus Alive	Recruitment pack	Jul-21	
Recruitment process and timeframe agreed	Angus Alive	Job pack and adverts	Aug-21	Positive awareness-raising for Angus Alive and Angus' cultural sector
Recruitment process launched and promoted via ACHC members and broader culture / heritage networks	Angus Alive, ACHC	Press, online and social media coverage	Aug-21	Angus Alive and ACHC have secured the right professional skills, experience and networks to deliver their best cultural work for the people of Angus, and to ensure the Strategy is driven forward.
Interviews and appointment	Angus Alive, External Culture / Heritage Sector Advisor from another organisation with experience of a similar role (tbc)		Sep-Dec 2021	
Launch budget for ACHC / Strategy implementation ring-fenced	Angus Council, ACHC	Outline implementation budget + fundraising plan	Sep-Dec 2021	Implementation budget signed off and activated.

MILESTONE 3:

Inaugural meeting of Angus Culture and Heritage Consortium

Consortium members formalised around partnership agreement.

Summary Action Plan reviewed in relation to accessible funds, capacity and current context (e.g., public health restrictions, economic pressures etc).

TASKS	WHO	OUTPUTS	TIMEFRAME	KEY OUTCOMES
Inaugural ACHC meeting convened	ACHC Secretariat	1 x Meeting	Oct – Dec 2021	Clear understanding of shared purpose and roles. Transparency and compliance around actions. Capacity to begin driving implementation of the Strategy. Communications channel within and across sector established – awareness raising of ACHC activities begun.
Formal adoption of Terms of Reference and Guiding Principles for 2-year term	ACHC Secretariat + members	ACHC governance documents and signed Terms of Reference collated and filed (for reporting and funding applications)		
Chair appointed				
Secretariat agreed				
ACHC KPIs agreed				
Media evaluation measures agreed				
Schedule 2021/22 ACHC meetings and reporting to ACPP		Evaluation framework		
Review Strategy Summary Action plan and agree priority actions	ACHC	ACHC Workplan and budget 2021/22 – becomes basis for Yr 1 funding application		
Identify and agree Consortium leads for specific actions needing implementation				
Agree budget for first phase Summary Action Plan				
Agree fundraising approach for Summary Action Plan activities – min. 2 x potential funders identified		Meeting calendar		
ACHC Network mailing (from Culture Radar database) to acquire individual 'opt in' to ACHC mailings and info	ACHC Secretariat	ACHC GDPR compliant mailing list		
Social media channels agreed		Communications Plan created		

Appendices

How we will measure success

For each objective in the Cultural Strategy, several measures of success are proposed.

FOR EACH OBJECTIVE:

- One key measure of success: the extent to which relevant stakeholders believe this objective is being achieved
- One media measure of success: evaluating visibility and external attitudes towards Angus.
- Other potential measures of success: to be selected, refined, agreed for firm actions undertaken as part of a finalised Action Plan.

These are included as part of the Summary Action Plan 2021-22 in the Appendices.

It is recommended that a regular stakeholder survey is undertaken (every two years) and that media mentions are collected to evaluate some of these measures. A KPI sheet and media evaluation spreadsheet are included in the Appendices (listing the various measures of success) to provide a template into which progress can be measured over time.

Other methodologies and techniques for measuring success should take into account stakeholders including: local members of the public (attenders and non-attenders), tourists, cultural professionals (salaried and freelance), volunteers, decision-makers, funders.

Potential partners, stakeholders and funders

On the following pages we have collected together suggestions of organisations and funders who might be interested in working with Angus culture and heritage stakeholders to help deliver the Aims set out on pages 26 – 31.

AIM 1:

Examples of potential partners and stakeholders for delivery

- Angus Alive
- Angus Community Planning Partnership
- Angus Council
- Angus Place Partnership
- Angus Tourism Cooperative
- Applied Arts Scotland
- Association for Heritage Interpretation
- Carnegie Trust UK
- Climate Heritage Network
- Craft Scotland
- Creative Carbon Scotland
- Creative Regeneration Awards
- Creative Scotland
- Elphinstone Institute
- Heritage Crafts Association
- Heritage Volunteer of the Year Awards
- Historic Environment Scotland
- Hospitalfield
- International Institute of Gastronomy, Culture, Arts and Tourism
- Museums Galleries Scotland
- National Heritage Interpretation Awards
- National Museums of Scotland
- National Trust for Scotland
- North East Arts Touring
- Regional Screen Scotland
- Scotland's Urban Regeneration Forum
- Scottish Music Industry Association
- Scottish Natural Heritage
- SCVO
- Traditional Music Association for Scotland
- V&A Dundee
- Visit Angus
- Visit Scotland

Potential funders

- Dundee & Angus Chamber of Commerce
- Angus Council
- The Art Fund
- Arts & Business Scotland
- Communities Recovery Fund
- Dunard Fund
- Event Scotland
- Invest in Angus
- National Lottery Heritage Fund
- Prince's Countryside Fund
- Regeneration Capital Grant Fund (Scottish Government)
- Scottish Futures Trust
- Screen Scotland
- Scottish Forestry
- SRDP – Agri-Environment Climate Scheme
- Sustrans Scotland
- Zero Waste Scotland

AIM 2:

Examples of potential partners and stakeholders for delivery

- Angus Alive
- Angus Community Planning Partnership
- Angus Council
- Angus Creative Learning Network
- Applied Arts Scotland
- Arts, Culture, Health and Wellbeing Scotland
- Angus Place Partnership
- Creative and Cultural Skills
- Cultural Governance Alliance
- Dundee and Angus College
- Engage (Scotland)
- GEM – the voice for heritage learning
- Heritage Trust Network Scotland
- Historic Environment Scotland
- Hospitalfield
- Luminate
- Museums Galleries Scotland
- National Youth Arts Advisory Group
- North East Arts Touring
- Public Library Advisory Strategy Group
- Regional Screen Scotland
- Scottish Book Trust
- Scottish Community Heritage Alliance
- Scottish Council for Voluntary Organisations
- Scottish Libraries and Information Council
- Scottish Music Industry Association (Music Education Partnership)
- Skills Development Scotland
- Tayside Healthcare and Arts Trust
- Voluntary Action Angus
- Voluntary Arts Scotland
- Young Scot

Potential funders

- Angus Council
- Arts & Business Scotland
- CashBack for Communities
- Chance to Flourish
- Communities Recovery Fund
- Communities Shares Scotland
- Corra Foundation
- Creative Communities Fund
- Foundation Scotland – Baillie Gifford Community Awards Programme
- National Lottery Community Fund
- NHS Tayside (Community Innovation Fund)
- Northwood Charitable Trust
- Scottish Government Inspiring Communities Fund
- Scottish Government Levelling Up and Community Investments
- Social Investment Scotland
- Sustrans Scotland
- Tay Charitable Trust
- The Robertson Trust
- William Grant Foundation
- Young Scot (Nurturing Talent, Time to Shine)

AIM 3:

Examples of potential partners and stakeholders for delivery

- Angus Alive
- Angus Business Connections
- Angus Council
- Angus Community Planning Partnership
- Angus Place Partnership
- Angus Social Enterprise Network
- Applied Arts Scotland
- Association of Scottish Visitor Attractions
- Audience Agency Scotland
- Business Gateway
- Carnegie Trust UK
- Creative Dundee
- Creative Entrepreneurs Club
- Creative Regeneration Awards
- Creative Scotland
- Dundee & Angus Chamber of Commerce
- Event Scotland Federation of Small Businesses
- Historic Environment Scotland
- Hospitalfield
- Institute of Fundraising
- Invest in Angus (Angus Council)
- Just Enterprise
- Museums Galleries Scotland
- Public Library Strategy Advisory Group
- Scotland's Urban Regeneration Forum (SURF)
- Scottish Council for Voluntary Organisations
- Senscot
- Tayside Museums Forum
- Visit Scotland
- Voluntary Action Angus

Potential funders

- Angus Council
- Architectural Heritage Fund
- Arts & Business Scotland
- Business Gateway
- Communities Recovery Fund
- Creative Scotland
- Dundee & Angus Chamber of Commerce
- Event Scotland
- Historic Environment Scotland
- Museums Galleries Scotland
- National Lottery Community Fund
- National Lottery Heritage Fund
- Regeneration Capital Grant Fund
- Regional Screen Scotland
- Scottish Enterprise
- Scottish Futures Trust
- Social Investment Scotland

Angus Facts and Figures⁴

POPULATION

116,520 2.2% of the Scottish population

51.3% FEMALE **48.7%** MALE

16.7% CHILDREN

60.6% PEOPLE OF WORKING AGE

22.7% PEOPLE OF PENSIONABLE AGE



AGE SPREAD IN ANGUS

between 1998 and 2019 the 25 to 44 age group saw the largest percentage decrease (-17.9%). The 65 to 74 age group saw the largest percentage increase (+47.5%).

25 to 44 **-17.9%**
65 to 74 **+47.5%**

92% of 16–19 years old in Angus participating in learning, training or work
(Scotland average is 91%)

ETHNICITY

88.2% White Scottish	1.5% White Other	7.7% White Other British	0.8% Asian, Asian Scottish or Asian British
0.5% White Irish	0.5% Other Ethnic Groups	0.9% White Polish	

TOWNS V. RURAL

The population live in a network of interrelated communities including 7 towns, a large number of villages and smaller settlements set in a varied and diverse countryside. Over **25%** of people in Angus live in rural areas.

SCOTTISH INDEX OF MULTIPLE DEPRIVATION 2016

10% of people in Angus are income deprived and receiving certain benefits/tax credits.

GENERAL HEALTH

52.1% Very Good	32% Good	11.5% Fair	3.4% Bad	1% Very Bad
---------------------------	--------------------	----------------------	--------------------	-----------------------

⁴Data provided by National Records of Scotland [Council Area Profiles and Data Sheets for Angus](#) and the Scottish Index of Multiple Deprivation 2016.



Thank you!



ANGUS.