



ANGUSalive
(a Company limited by guarantee)

Business Plan
2022-2023

Company: SC499155
Charity: SC046133

Registered office:
Angus House, Orchardbank Business Park, Forfar, DD8 1AN

Introduction

The plan sets out our vision, values and key aims and outcomes for the year. It also details the actions to be taken to achieve the outcomes together with the revenue budget available and our investment plans over the next year.

About Us

The charity Angus Alive (also referred to as ANGUSalive) is the culture, sport and leisure trust for the county of Angus and offers residents and visitors to Angus a wealth of services which are **'changing lives by inspiring healthy, active and creative lifestyle choices'** through our sports centres, country parks, theatres and venues, museums, galleries, archives and libraries.

Our mission is that *'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.'*

The vision and mission of the charity are supported by our strategic aims:

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

ANGUSalive is a private Company limited by guarantee without share capital, use of 'Limited' exemption and incorporated on 27 February 2015 with Company Number SC499155.

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

The Company has charitable status under Section 505 of the Income and Corporation Taxes Act 1988 and the Scottish Charity Number is SC046133. The Company was granted charitable status on 13 November 2015 and commenced trading on 1 December 2015. Any surplus generated by the Company is reinvested to improve the facilities and services which are provided to the communities in Angus.

ANGUSalive works with many partners to deliver its services and makes a significant contribution to many of the local outcomes in the Angus Community Planning Partnership's Community Plan.

Overview

ANGUSalive's vision of '*changing lives by inspiring healthy, active and creative lifestyle choices*' resonates more strongly than ever with the focus on supporting the physical and mental health and wellbeing of the country through and beyond the current public health emergency.

Although there is currently no issue with ANGUSalive operating on a going concern basis and trading legally, the Board is monitoring the financial position very closely as it remains under pressure due to the enduring legacy and ongoing nature of COVID-19.

The financial difficulties already facing local government and the public sector more generally have now been compounded by impacts from COVID-19. The Council Change Programme therefore still includes an ask for further savings of £495k from the ANGUSalive Management Fee across 2022/23 (£285k – originally £250k) and 2023/24 (£210k), both deferred respectively by one year so the charity Management Fee could be maintained at 2020/21 levels in 2021/22. A new saving is proposed for 2024/25 (£500k) in the Council Change Plan year 3 projections, resulting in a Management Fee reduction of £995k. The significant level of savings required over the next three years will be a challenge for our charity to achieve on top of the savings already delivered over the last six years.

Although the charity remains committed to reducing its reliance on local authority funding over time, this has now become even more challenging to achieve given the detrimental impact on the charity's ability to generate income.

Income levels for chargeable services, particularly sport & leisure, across the trust sector nationally have only recovered to 60-80% in the current year and have now stagnated following an initial return to services by customers. Revenue projections are based on the information available to date in this unprecedented and still evolving situation. These demonstrate future years' income levels and associated service provision will require careful ongoing consideration.

It is anticipated recovery from the pandemic could take several years and is unlikely to return to pre-Covid levels, substantial changes in the business model will be necessary.

Planning for longer-term sustainability of the charity is an essential priority for Directors and the Executive Team. This will be achieved through protection of current income streams and diversification of income sources in conjunction with a robust focus on cost control and an affordability assessment of service provision. Our focus is on finding a solution for ANGUSalive to operate within the current and forecast budget position as this will be crucial to the charity's future survival.

The ANGUSalive team remain dedicated to delivering the best services we can for the communities of Angus and visitors to the county within the resources available, we all recognise these opportunities to be health, active and creative play such an important role in the lives of our customers.

Financial Outlook

Although almost all the formal lockdown restrictions have now been lifted and ANGUSalive is using best endeavours to re-open our range of services, subject to taking cognisance of any remaining restrictions once the guidance is available, there are also other factors in relation to the affordability position. These are having a significant influence on our current reopening and recovery plans, this will continue to be the case in future years.

Prior to the pandemic, ANGUSalive was on track to deliver £1.058m in Management Fee savings (12% of gross expenditure) over the 3 year period 2018/19 to 2020/21 with a further £0.460m (5%) of savings being targeted in the two following years, i.e. 17% savings in a 5 year period. For an organisation whose expenditure budgets are dominated by staff costs, this is a significant ask.

While this is recognised as being a significant challenge, the potential for the charity to be required to achieve further savings above this level has also been highlighted as being likely based on the Council's medium to long term financial planning assumptions.

This position has now been compounded by the pandemic which has had a detrimental impact on our ability to operate and generate income as it has for many other organisations. The COVID-19 pandemic has fundamentally changed our wider operating environment and customer expectations.

Angus Council therefore approved a Management Fee of £3.901m for 2021/22, maintaining 2020/21 levels of funding for a further year and deferring the planned savings in 2021/22 and 2022/23 by one year each respectively, given the present effect on the charity.

A commitment was also made to continue paying the full Council Management Fee during 2021/22, notwithstanding the high likelihood that the full range of services included in the current services specification will not be delivered due to the impact of the COVID-19 pandemic.

The charity had indicated to the Council that whilst the savings up to and including 2020/21 were achievable without any direct impact on service delivery, any further savings in future years would require a more fundamental review of the service specification supported through transformational change to existing service provision across Angus.

Transformation Project

The service model in place before lockdown is no longer affordable and cannot be maintained given the budget pressures presented by the current and forecast financial position, there is a continued need to transform the business over the longer term.

To mitigate this significant risk of ongoing business viability, it is clear that culture, sport and leisure services are going to have to be creatively reimaged by the Council and ANGUSalive working in partnership to determine the priorities and needs within an affordable financial envelope.

Angus Council has therefore agreed to progress the 'ANGUSalive Transformation Project' which will develop proposals for the transformational change required to achieve a sustainable future for ANGUSalive to deliver culture, sport and leisure services. This will be achieved working in partnership with the Council, in its capacity as commissioning body and sole member of the organisation, along with other local/ national partners and the community to understand outcomes, priorities and expectations urgently. Alignment with ANGUSalive's charitable purposes must also be confirmed to enable transition to a new delivery model which will be reflected in an updated services specification.

Finding a solution for ANGUSalive to operate within a sustainable financial envelope is crucial to the future of the charity and its services, the transformation project is being progressed to identify options. As well as savings the options include opportunities for future growth, both are still in development.

It has been agreed that a root and branch review of what services are provided, how they are delivered and where they take place needs to be conducted with partners and this exercise is now underway. Five action focussed working groups were established to progress the conversations and opportunities to develop new ways of working, with a focus on:

- Health & Wellbeing/ Social Prescribing
- Schools/ young people opportunities
- Customer services
- Future model of service delivery
- Using buildings differently

The new Service Design approach to developing/ transforming services, is also now emerging as a method for taking forward that work in partnership with citizens/ communities. This work has not commenced since engagement with the third party procured by the Council is only about to start and recruitment is in progress for the new Director for Vibrant Communities and Sustainable Growth.

The services specification agreed in 2015 will require to be updated, along with the suite of contract documents, to reflect the outcomes of the transformational change project. This will need to be done in a manner that continues to meet OSCR registration requirements.

Services Specification

Angus Council noted and agreed the proposed 2018/19 budget settlement and the proposed level of savings over three financial years to 2021/22 as part of the Council's 2018/19 revenue and capital budget setting process set out in Report 58/18 agreed by Angus Council on 15 February 2018. The budget settlement was considered at the ANGUSalive Finance Sub Committee on 26 January 2018 and approved by the full Board on 23 February 2018.

ANGUSalive commenced an organisational review in June 2017 to ensure the charity could deliver the forecast saving requirement totalling £0.900m over the next 3 financial years from 2018/19 - 2020/21 and achieve a number of other important operational outcomes and benefits. Opening hours across all service areas were considered as an integral component of the organisational review.

To ensure efficient service delivery and the potential for service development revised opening hours for all ANGUSalive facilities were approved by the Board on Friday 30 March 2018.

Information Report 253/18 was submitted for consideration by the Angus Council Policy & Resources Committee on 28 August 2018 to note changes to the opening hours of the Sports Centres, Libraries, Museums, Galleries & Archive, Theatre and Countryside Adventure venues operated by ANGUSalive.

The recommended changes to opening hours were necessary to help achieve the required £0.900m savings over the three year budget settlement for 2018/19 – 2020/21 and to establish an organisational structure which could help to drive future growth in income.

By the end of 2019, the revised opening hours (Appendix 1) were implemented across all service areas and these changes to the Services Specification were operational until 18 March 2020.

As a result of the financial impact of the pandemic on the charity, it has unfortunately not been possible for venue opening hours to return to those implemented as part of the organisational review during 2021/22. Venue opening hours were reduced (Appendix 2) to match the revenue budget available in 2021/22 as we moved out of lockdown and this temporary operating position will persist into 2022/23 since there is no additional funding available and ongoing income challenges during our recovery are anticipated to continue throughout the next financial year and beyond.

2022/23 Recovery Position

Following easing of the second lockdown from 26 April 2021 and the Scottish Government's lifting of almost all formal lockdown restrictions on 9 August 2021, ANGUSalive has gradually reopened facilities and restarted services across culture, sport and leisure.

The charity's current temporary operating arrangements during 2021/22 have unavoidably been tailored to reflect their affordability position and a formal change notice between the Council and ANGUSalive details the agreed interim changes to the Services Specification.

ANGUSalive's income in Sport & Leisure, which provides the majority of self-generated income for the charity, had still only reached approximately 60% of pre-Covid levels on 1 January 2022. After an initial return by customers our income has remained stubbornly flat, this is aligned to the experience of others in the trust sector nationally.

It is anticipated self-generated income will continue to be significantly reduced, at least in the short term, due to the consequences of the pandemic (e.g. people making different choices due to changes to their personal circumstances, pressure on household finances due to the cost of living crisis, evolution of the sector marketplace and remaining Covid restrictions).

Consequently, financial forecasts for 2022/23 were based on a stretch target of income returning to 80% of pre-Covid levels but this is now looking optimistic and may need to be revised. The cashflow forecasts based on achieving 80% of pre-Covid income were used by our external auditors to support

their Going Concern assessment for the 2020/21 annual accounts and there has been no change to this position in the interim.

The resultant £700k reduction in generated income for 2022/23 provides the charity with a significant budget challenge to address in 2022/23 and the size of the budget gap could be even higher if 80% pre-Covid income levels are not achieved by 1 April 2022.

The financial position is further compounded by the £285k saving to the ANGUSalive Management Fee included in the Angus Council Change Programme during 2022/23. There is a very high risk this saving cannot be achieved in 2022/23 prior to the conclusion of the Transformation Project, or at the very least the agreement and implementation of some of its initiatives.

The uplift to the Management Fee received annually from Angus Council to fund increases in National Insurance Contributions and Pay Award is gratefully acknowledged.

Additional costs pressures on expenditure are also anticipated due to higher inflation, fuel and energy prices across the UK as well as further risks to revenue with the associated squeeze on household budgets for the same reasons.

It is important to note that customers who use our services choose to allocate a proportion of their discretionary spend to activities and events with ANGUSalive. As a result of this, there is also a significant risk an increase in prices may impact income given the challenging economic climate with multiple uncertainties in which we currently operate.

The charity has held the majority of charges for three years since 2018/19, and once again there will be no inflationary percentage increase applied across all ANGUSalive charges for the financial year 01 April 2022 to 31 March 2023. As a result, most charges have been held for 2022/23 and following the review of charges on an individual basis there are only a small number of amendments to change, add or remove a charge.

However, given the ongoing financial viability of the charity, a comprehensive review of charges across all ANGUSalive services will be undertaken for 2023/24. This review will be aligned with the Transformation Project, where appropriate, and also look to mitigate against reduced margins from the higher cost base now being incurred by the charity to provide services.

On the basis of the difficult financial position outlined above, it has been necessary for changes to the Services Specification to be agreed between Angus Council and ANGUSalive for 2022/23. The extent of these changes are on a similar scale to the temporary operating arrangements currently in place to assist the charity to continue to trade legally and remain a going concern.

As part of the strong financial stewardship by the ANGUSalive Board and Executive throughout the public health emergency, the charity was required to use existing staff numbers and restrict the scale of services offered once restrictions were lifted. The full vacancy saving of £745k delivered in 2021/22 through continued non-filling of vacant posts and non-use of casual workers will need to be extended into the new financial year to achieve a balanced budget in 2022/23. This vacancy saving, which equates to almost 21 Full Time Equivalent members of staff across 43 posts, does however impact on the operations and activities that it will be possible for ANGUSalive to deliver next year.

As noted elsewhere in the business plan, the 2021/22 venue opening hours will therefore be maintained in 2022/23 although some changes to opening hours in Museums, Galleries & Archives have been agreed since these do not impact the overall position.

ANGUSalive maximised support from the CJRS and made successful applications for external grant funding to contribute to the charity's recovery and renewal planning during 2020/21 and 2021/22. However, all employees returned to work from "furlough" on or before the conclusion of the Coronavirus Job Retention Scheme (CJRS) on 30 September 202 and CJRS grant support to employers will not be available from HMRC in 2022/23.

Scottish Government loss of income scheme funding received specifically in relation to ANGUSalive, held within the Council's COVID-19 Contingency Reserve, is not expected to be drawn down in 2021/22 from the 'one-off' Angus Council support measures and will be available in 2022/23.

Angus Council has also agreed to extend some of the support package measures beyond the end of the current financial year to 31 March 2023. Critically 2020/21 budget savings of £458,000 continue to be set aside to mitigate the significant uncertainties around income recovery. Any remaining balance of this measure not used to top up the 2021/22 Management Fee has been extended to 31 March 2023 for use in 2022/23.

Flexibility on the timing of Management Fee payments will continue to provide the flexibility to alter the normal quarterly schedule of Management Fee payments should these need to be advanced to support cashflow requirements.

Additional cash flow support of up to £500,000 also remains available to help manage the peaks and troughs of ANGUSalive's cashflow. This would be on a similar basis to a bank overdraft rather than as additional funding. Thus, any draw on this support would be repayable by ANGUSalive.

It is currently projected that ANGUSalive will need to draw on some of the Council support package measures to offset the projected cash flow and budget issues in 2022/23. In particular, if the planned £285k saving from the Management Fee in 2022/23 is confirmed at the Angus Council Special Budget Meeting it will potentially need to be funded on a one-off basis using a proportion of the 2020/21 budget saving until a longer-term solution is put in place.

The Management Fee proposed for 2022/23 is now £4.123m. This represents a static cash position from 2021/22 after the uplift for staff costs of £285k but a council savings requirement of £285k. The next financial year will therefore be difficult given the current progress of the Transformation Project, the slow trajectory of income recovery and general position with regards to the virus in Scotland.

Future years' income levels and associated service provision need careful ongoing consideration. The Transformation Project initiated to address the position is examining new ways of working and identifying new potential income streams to support the charity's medium to long-term viability.

There is also an opportunity to redesign services to better reflect current customer and community needs to ensure these respond to the post pandemic market and operating environment. The Service Specification is in the process of being updated to reflect the changes that have already taken place over the past six years and the Transformation Project will consider the further changes required in the provision of services over the next five years.

ANGUSalive is not able to wait for the Transformation Project to conclude and is therefore making plans to invest in services to protect current income and diversify income sources for the future. We are working closely with colleagues in the Council so our key partner is fully aware of these developments. Both organisations are also working together to identify potential external funding opportunities across different service areas in ANGUSalive, some exciting projects are being considered but are in the early stages of development.

Renewal & Repair (R&R) Fund

The charity has made annual contributions to the R&R Fund for equipment at the end of each financial year since it started trading (with the exception of 2019/20 in light of the ongoing COVID-19 pandemic) to ensure resources are available for future investment across its culture, sport and leisure facilities. In addition, to ensure the charity can replace legacy IT equipment in the future an R&R fund specifically for IT was established in 2018.

The ability to perform regular equipment refresh and replacement is essential as this programme of work contributes to the maintenance of the charity's customer base and facility usage through the provision of a high-quality customer experience. Specific provision has also been made for investment in technology refresh since it is integral to the successful operation of the charity.

Following a significant refurbishment of the fitness suite in Montrose Sports Centre during 2017/18 our rolling replacement plan was paused to provide the opportunity for the charity to engage with a strategic partner. An investment programme to modernise our customer offering to respond to changes in customer expectations within the marketplace was developed but unfortunately this work was then postponed as a result of the pandemic.

To improve the customer experience it is therefore critical a major programme of works is undertaken at our sports facilities using R&R Funds generated by the charity for investment in local services. This will include redesigning our fitness suites working with specialist third parties to achieve the desired outcomes for our customers. Spaces will be reimaged in addition to new equipment being installed to enhance the experience and we are engaging with Property colleagues to secure agreement to perform structural changes, where necessary.

There are significant plans to modernise phase two of our sports facilities during 2022/23, following completion of the 3 venues in phase one. These plans have been shared with the Client to illustrate the vision of what will be achieved. Finance undertook a review to determine the best procurement model for the cardiovascular, resistance and functional fitness equipment have confirmed we should continue to purchase outright from suppliers. A proposal for the 2022/23 sites will be presented to Board for consideration at their meeting on Friday 15 April 2022. The business plan will be updated once a decision is taken and figures added at that time for the model being advanced.

Next year we will also make c. £17k investment in IT to support the transition to Agile working. A further £15k investment will also be delivered in a new cloud based integrated collections management system for Museums, Galleries & Archives which will allow collections to be managed, searched and accessed centrally as well as enabling the public to have greater access to their collections online.

Reserves Policy

When the charity was established in 2015 the Board agreed reserves should be set aside annually, whenever possible, to achieve a target of 3 months of total operating costs based on the guidance in place at that time from the Office of the Scottish Charity Regulator (OSCR).

Through the ongoing financial stewardship of the Directors and Senior Leadership Team regular contributions have been made to the charity's reserves on a prudent business operation basis to strengthen the charity's resilience.

There is a continued recognition by Directors of the need for the charity to hold reserves, particularly in the post-pandemic environment. Events since March 2020 have demonstrated both the speed and severity of change that can be experienced in our operating environment.

To protect the charity, it must remain prepared to withstand unforeseen circumstances that impact our ability to generate income and meet our liabilities. However, the Board is also 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.

A modification has therefore been approved to the reserves policy to reduce the reserves held from 3 months of total operating costs to 3 months of staffing costs. This decision was taken as staffing is the single most significant expenditure by the charity (67% - 2019/20) and Angus Council Support Services (18% - 2019/20) are provided in kind.

The new target for reserves in 2022/23 is therefore £1.6 million based on the current establishment. An exciting programme can therefore be undertaken by ANGUSalive to secure existing and new income opportunities across culture, sport and leisure. This will include for example the creation of an immersive studio in one of our sports facilities, progression of plans to introduce a click & climb offering to attract new customers and investment in our Countryside Adventure estate to take advantage of the importance of outdoor spaces as we adapt to the new normal.

An exciting joint proposal has also been agreed by Angus Council, Angus Health & Social Care Partnership and ANGUSalive to achieve long term behaviour change in target areas of priority identified to improve public health in Angus and make a contribution towards tackling health inequalities. Both physical and mental health challenges highlighted, exacerbated, and created by COVID-19 will be addressed. Investment from all three partners has been secured and the funding will be utilised over the 2-year duration of the initiative, which will predominantly be delivered during financial years 2022/23 and 2023/24. Importantly there is a joint commitment to work together to refine the offering so it can be mainstreamed and continue to deliver positive outcomes for local communities through a shift in some resources to deliver prevention, management and recovery pathways in non-clinical settings over the longer term.

External Funding

ANGUSalive continues to assess funding streams announced to determine if we can make applications for external grant funding to contribute to the charity's recovery and renewal planning.

These cannot be detailed here as they are not known in advance until release but there are a number of projects we are looking to advance if funding can be secured, these include:

- progression of Montrose Museum Reimagined to a delivery phase
- linking Monikie and Crombie Country Parks through creation of a walkway using the old railway embankment
- replacement of Monikie and Crombie play parks

Regular discussions with Council colleagues are also taking place to ensure any existing and future external funding opportunities are maximised for the benefit of communities in Angus. Some of the potential initiatives cannot be shared as they are currently not in the public domain.

Community Plan

ANGUSalive is a member of the Angus Community Planning Partnership and contributes to delivery of the Community Plan 2017-2030 to achieve the vision 'Angus is a great place to live, work and visit'.

In the development of this business plan it has therefore been important to ensure our priorities, wherever possible, are aligned to one of the Community Plan priorities or local outcomes.

Community Plan Priorities

- reducing child poverty
- improving mental health and wellbeing
- improving accessibility and connectivity

Community Plan Local Outcomes

- an inclusive and sustainable economy
- a reduced carbon footprint
- attractive employment opportunities
- more opportunities for people to achieve success
- an enhanced, protected and enjoyed natural and built environment
- the best start in life for children
- safe, secure, vibrant and sustainable communities
- a skilled and adaptable workforce
- improved physical, mental and emotional health and well being

2022/23 Business Plan Priorities

Ten key priorities have been identified by the charity for the next financial year and our team across all service areas will be focussed on delivery linked to these priorities during 2022/23:

1. Progress the Transformation Project and commence delivery of approved proposals
2. Update the services specification for service delivered by ANGUSalive to Angus Council
3. Update the services specification for service delivered by Angus Council to ANGUSalive
4. Redevelop Monikie Country Park as a flagship visitor destination
5. Invest in sport & leisure facilities to improve product/customer offering
6. Progress future phases of libraries capital integration project
7. Scope plans and financial opportunities for Angus Heritage Resource Centre
8. Achieve a skilled and adaptable workforce by increasing investment in the continual professional development of our people and their wellbeing
9. Implement an updated performance management framework
10. Seek additional partnership opportunities to change lives by inspiring healthy, active and creative lifestyle choices

We will also continue to provide our regular activities, events and services, although changes may be initiated in response to one or more of the ten key priorities.

Appendix 1 – Organisational Review Revised Opening Hours

Sports Centres

Day	Arbroath Sports Centre
Monday	08:30 - 21:30
Tuesday	06:30 - 21:30
Wednesday	08:30 - 21:30
Thursday	06:30 - 21:30
Friday	06:30 - 21:30
Saturday	08:30 - 21:30
Sunday	08:15 - 21:30

Day	Brechin Community Campus
Monday	09:00 - 21:30
Tuesday	09:00 - 21:30
Wednesday	09:00 - 21:30
Thursday	09:00 - 21:30
Friday	07:00 - 21:30
Saturday	09:00 - 17:00
Sunday	08:30 - 17:00

Day	Carnoustie Sports Centre
Monday	09:30 - 21:30
Tuesday	09:30 - 21:30
Wednesday	09:30 - 21:30
Thursday	09:30 - 21:30
Friday	09:30 - 21:30
Saturday	09:00 - 18:00
Sunday	09:00 - 18:00

Day	Forfar Community Campus
Monday	08:00 - 21:30
Tuesday	08:00 - 21:30
Wednesday	08:00 - 21:30
Thursday	08:00 - 21:30
Friday	08:00 - 21:30
Saturday	08:00 - 19:00
Sunday	08:00 - 17:00

Day	Montrose Sports Centre
Monday	07:00 - 21:30
Tuesday	07:00 - 21:30
Wednesday	07:00 - 21:30
Thursday	07:00 - 21:30
Friday	07:00 - 21:30
Saturday	09:00 - 18:00
Sunday	09:00 - 18:00

Day	Saltire Sports Centre
Monday	09:00 - 21:30
Tuesday	09:00 - 21:30
Wednesday	09:00 - 21:30
Thursday	09:00 - 21:30
Friday	09:00 - 21:30
Saturday	09:00 - 18:00
Sunday	09:00 - 18:00

Day	Websters Sports Centre
Monday	08:15 - 21:30
Tuesday	08:15 - 21:30
Wednesday	08:15 - 21:30
Thursday	08:15 - 21:30
Friday	08:15 - 21:30
Saturday	08:00 - 18:00
Sunday	08:00 - 18:00

Libraries

Day	Arbroath ACCESS Office
Monday	10:00 - 16:00
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	Closed
Sunday	Closed

Day	Arbroath Library
Monday	10:00 - 19:00
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 19:00
Friday	10:00 - 16:00
Saturday	10:00 - 14:00
Sunday	Closed

Day	Brechin Library
Monday	10:00 - 19:00
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 19:00
Friday	10:00 - 16:00
Saturday	10:00 - 14:00
Sunday	Closed

Day	Carnoustie Library
Monday	10:00 - 19:00
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 19:00
Friday	10:00 - 16:00
Saturday	10:00 - 14:00
Sunday	Closed

Day	Forfar Library
Monday	10:00 - 19:00
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 19:00
Friday	10:00 - 16:00
Saturday	10:00 - 14:00
Sunday	Closed

Day	Kirriemuir Library
Monday	10:00 - 19:00
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 19:00
Friday	10:00 - 16:00
Saturday	10:00 - 14:00
Sunday	Closed

Day	Monifieth Library
Monday	10:00 - 19:00
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 19:00
Friday	10:00 - 16:00
Saturday	10:00 - 14:00
Sunday	Closed

Day	Montrose Library
Monday	10:00 - 19:00
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 19:00
Friday	10:00 - 16:00
Saturday	10:00 - 14:00
Sunday	Closed

Museums Galleries & Archives

Summer Opening April - October	
Day	Arbroath Signal Tower
Monday	Closed
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Angus Archive: Appointments available outwith opening hours
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Brechin Town House Museum
Monday	Closed
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Kirriemuir Gateway to the Glens
Monday	Closed
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Meffan Museum & Art Gallery
Monday	Closed
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Montrose Museum
Monday	Closed
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

November - March Appointments available outwith opening hours	
Day	Arbroath Signal Tower
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Angus Archive
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Brechin Town House Museum
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Kirriemuir Gateway to the Glens
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Meffan Museum & Art Gallery
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Montrose Museum
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Box Office

Day	Webster Memorial Theatre
Monday	12:00 - 16:00
Tuesday	12:00 - 16:00
Wednesday	12:00 - 16:00
Thursday	12:00 - 16:00
Friday	12:00 - 16:00
Saturday	10:00 - 13:00
Sunday	Closed

Appendix 2 – Recovery Revised Opening Hours

Sports Centres

Day	Arbroath Sports Centre
Monday	06:30 - 21:00
Tuesday	09:00 - 21:00
Wednesday	06:30 - 21:00
Thursday	09:00 - 21:00
Friday	09:00 - 21:00
Saturday	07:00 - 16:00
Sunday	09:00 - 16:00

Day	Brechin Community Campus
Monday	09:00 - 21:00
Tuesday	09:00 - 21:00
Wednesday	09:00 - 21:00
Thursday	09:00 - 21:00
Friday	09:00 - 21:00
Saturday	09:00 - 16:00
Sunday	09:00 - 16:00

Day	Carnoustie Sports Centre
Monday	09:00 - 21:00
Tuesday	09:00 - 21:00
Wednesday	09:00 - 21:00
Thursday	09:00 - 21:00
Friday	09:00 - 21:00
Saturday	09:00 - 15:00
Sunday	09:00 - 15:00

Day	Forfar Community Campus
Monday	08:00 - 21:00
Tuesday	08:00 - 21:00
Wednesday	08:00 - 21:00
Thursday	08:00 - 21:00
Friday	08:00 - 21:00
Saturday	09:00 - 16:00
Sunday	09:00 - 16:00

Day	Montrose Sports Centre
Monday	07:30 - 21:00
Tuesday	07:30 - 21:00
Wednesday	07:30 - 21:00
Thursday	07:30 - 21:00
Friday	07:30 - 21:00
Saturday	09:00 - 16:00
Sunday	09:00 - 16:00

Day	Saltire Sports Centre
Monday	09:00 - 21:00
Tuesday	09:00 - 21:00
Wednesday	09:00 - 21:00
Thursday	09:00 - 21:00
Friday	09:00 - 21:00
Saturday	09:00 - 12:00
Sunday	09:00 - 12:00

Day	Websters Sports Centre
Monday	09:00 - 21:00
Tuesday	09:00 - 21:00
Wednesday	09:00 - 21:00
Thursday	09:00 - 21:00
Friday	09:00 - 21:00
Saturday	09:00 - 14:30
Sunday	Closed

Libraries

Day	Arbroath ACCESS Office
Monday	10:00 - 16:00
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	Closed
Sunday	Closed

Day	Arbroath Library
Monday	11:00 - 16:30
Tuesday	14:00 - 18:00
Wednesday	11:00 - 16:30
Thursday	Closed
Friday	11:00 - 16:30
Saturday	10:00 - 13:00
Sunday	Closed

Day	Brechin Library
Monday	Closed
Tuesday	14:00 - 18:00
Wednesday	11:00 - 16:30
Thursday	11:00 - 16:30
Friday	Closed
Saturday	10:00 - 13:00
Sunday	Closed

Day	Carnoustie Library
Monday	Closed
Tuesday	Closed
Wednesday	11:00 - 16:30
Thursday	14:00 - 18:00
Friday	11:00 - 16:30
Saturday	10:00 - 13:00
Sunday	Closed

Day	Forfar Library
Monday	Closed
Tuesday	Closed
Wednesday	11:00 - 16:30
Thursday	14:00 - 18:00
Friday	11:00 - 16:30
Saturday	10:00 - 13:00
Sunday	Closed

Day	Kirriemuir Library
Monday	Closed
Tuesday	14:00 - 18:00
Wednesday	11:00 - 16:30
Thursday	11:00 - 16:30
Friday	Closed
Saturday	10:00 - 13:00
Sunday	Closed

Day	Monifieth Library
Monday	Closed
Tuesday	14:00 - 18:00
Wednesday	11:00 - 16:30
Thursday	11:00 - 16:30
Friday	Closed
Saturday	10:00 - 13:00
Sunday	Closed

Day	Montrose Library
Monday	Closed
Tuesday	Closed
Wednesday	11:00 - 16:30
Thursday	14:00 - 18:00
Friday	11:00 - 16:30
Saturday	10:00 - 13:00
Sunday	Closed

Museums Galleries & Archives

Summer Opening
April - October

Day	Arbroath Signal Tower
Monday	Closed
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Angus Archive: Appointments available outwith opening hours
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Brechin Town House Museum
Monday	Closed
Tuesday	Closed
Wednesday	11:00 - 16:00
Thursday	11:00 - 16:00
Friday	11:00 - 16:00
Saturday	11:00 - 16:00
Sunday	Closed

Day	Kirriemuir Gateway to the Glens
Monday	Closed
Tuesday	Closed
Wednesday	11:00 - 16:00
Thursday	11:00 - 16:00
Friday	11:00 - 16:00
Saturday	11:00 - 16:00
Sunday	Closed

Day	Meffan Museum & Art Gallery
Monday	Closed
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Montrose Museum
Monday	Closed
Tuesday	10:00 - 16:00
Wednesday	10:00 - 16:00
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

November - March
Appointments available outwith opening hours

Day	Arbroath Signal Tower
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Angus Archive
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Brechin Town House Museum
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	Closed
Friday	Closed
Saturday	Closed
Sunday	Closed

Day	Kirriemuir Gateway to the Glens
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	Closed
Friday	Closed
Saturday	Closed
Sunday	Closed

Day	Meffan Museum & Art Gallery
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Day	Montrose Museum
Monday	Closed
Tuesday	Closed
Wednesday	Closed
Thursday	10:00 - 16:00
Friday	10:00 - 16:00
Saturday	10:00 - 16:00
Sunday	Closed

Box Office

Day	Webster Memorial Theatre
Monday	12:00 - 16:00
Tuesday	12:00 - 16:00
Wednesday	12:00 - 16:00
Thursday	12:00 - 16:00
Friday	12:00 - 16:00
Saturday	10:00 - 13:00
Sunday	Closed