

At a MEETING of the **LEISURE & CULTURE DUNDEE BOARD** held at Dundee on 3<sup>rd</sup> June, 2020.

Present:-

Sinclair AITKEN  
George LAIDLAW  
Stuart CROSS  
Michael MARRA  
Ian MATHERS

Moira METHVEN  
Greg COLGAN  
Judy DOBBIE  
Will DAWSON  
Christina ROBERTS

Anna DAY  
Nasreen MOHAMMED  
Sue MOODY  
Joanne SCOBIE

In attendance:-

Paul HENEHAN, Service Manager, Support Services  
Graham WARK, Head of Sports and Leisure  
Billy GARTLEY, Head of Cultural Services

No apologies for absence were intimated.

Sinclair AITKEN, Chairperson, in the Chair.

## **1. WELCOME/DECLARATIONS OF INTEREST AND APOLOGIES**

The Chair welcomed those present to the meeting.

Standing Declarations of Interest: Judy Dobbie and Greg Colgan as employees of Dundee City Council.  
Stuart Cross as a Board Member of OSCR.

## **2. MINUTES**

### **(i) Minute of Meeting held on 19th February, 2020**

The above minute was submitted and accepted as a correct record.

### **(ii) Note of Board Information Update Sessions held on 25 and 26 March via teleconference (in place of 3 April Board Meeting which was cancelled due to Covid-19 lockdown)**

### **3. The above note was submitted and accepted as a correct record.**

### **(iii) Confidential Minutes of L&CD Emergency Executive Sub Committee Meetings (held via teleconference):**

The above notes of 10<sup>th</sup> April 2020, 17<sup>th</sup> April 2020 and 6<sup>th</sup> May 2020 were submitted and accepted as a correct record.

## **4. MATTERS ARISING**

### **(i) Organisational Structural Review**

The Chair advised the Board that prior to the COVID-19 outbreak, preparations had been undertaken by the Managing Director to take forward the Organisational Structural Review. In order to move this forward, it was agreed that Stuart Cross would take a lead in this process. The Board agreed that this was also an opportunity for all Board members to provide assistance to the Senior Management Team and be engaged in the review process.

### **(ii) Marketing**

The Managing Director reported that a meeting was to be held with Board members George Laidlaw and Anna Day to support the development of Marketing and Communication strategies. It was hoped that these strategies would encourage public confidence to return to all facilities upon their reopening.

## **5. FINANCE AND BUSINESS DEVELOPMENT**

**(i) Minute of Leisure & Culture Dundee Finance Committee held on 27 May 2020 (Unapproved)**

The above unapproved minute was submitted for information and record purposes.

**(ii) Job Retention Scheme**

Claims for the periods covering from 24th March and April had been calculated and submitted to DCC for submission to HMRC.

The amount of staff on furlough would vary throughout the duration of the scheme, however at a maximum was 550 staff representing approximately 90% of the workforce.

The UK Government had introduced a temporary new law allowing employees and workers to carry over up to four weeks' paid holiday into their next two holiday leave years the job retention scheme claim, in respect of salaries still required to be paid to non-furloughed staff, which would apply for any holiday the employee or worker does not take because of coronavirus.

From 1st June 2020, staff on furlough would be able to be brought back part time, and until the end of July, the Government would still pay the 80% contribution. In August, employers would pay National Insurance and Pension contributions and in September, the Government contribution will drop to 70%. The scheme would end on 31 October 2020 with the Government paying 60% for that month.

This change to the scheme and its implications would need to be taken into account as Leisure & Culture Dundee reopens services.

**(iii) Covid-19: Leisure & Culture Dundee Financial Position**

Report L&CD 05-2020 was submitted by the Head of Support Services giving an initial analysis of what the financial impact of the COVID-19 pandemic might look like for Leisure and Culture Dundee in the current financial year.

It was noted that Dundee City Council had committed to continuing payment of the Management Fee of £7.327m as budgeted for 2020/21. Estimated trading income had been based on projected opening dates, current memberships held across service areas and fee income. Customer confidence at returning to facilities was difficult to ascertain and is a variable which will significantly impact on income levels.

The Senior Management Team was continuing to focus on the way forward, with discussions with Dundee City Council underway to revisit the building merger plan. It was recognised that a longer term phased approach would be needed for reopening facilities and a balance achieved to meet the challenge of generating sufficient income for recovery without incurring additional costs.

**(iv) L&CD Cash Flow**

A report was submitted detailing the current cash flow position for Leisure & Culture Dundee and giving projections until the end of September 2020. Cash flow remains positive in that period but is very dependent on the DCC Management Fee and Job Retention monies being received. The need to address how to reduce costs significantly was increasingly urgent and to this end discussions were to be held with Dundee City Council regarding the estimated shortfall and how to achieve a break-even position. There was an understanding that a joint recovery plan to address this was to be formulated and agreed by both parties.

## **6. HR AND EQUALITIES**

- (i) **Unapproved Minute of Leisure & Culture Dundee HR and Equalities Committee held on 20 May 2020**

The above unapproved minute was submitted for information and record purposes.

The Chair of the HR and Equalities Committee noted that an exercise had been undertaken to ensure that the furlough scheme had been applied equitably, in particular for gender race and age. It had been established that there had been no discrimination on these issues. However, going forward to future phases, challenges could arise particularly for selection criteria, therefore the Committee would look to ensure that the scheme continued to be applied fairly and equitably across the workforce. The Board agreed that the Committee continue to monitor the implementation of the scheme, and assurances were given that discussions with Trade Unions in respect of this were ongoing.

All furloughed staff had been made aware of existing support mechanisms throughout the period of lockdown. Dundee City Council had introduced a survey to gauge the wellbeing of staff during the period of lockdown and a similar survey would be undertaken for L&CD staff, the findings of which would be reported to the Board in due course.

## **7. HEALTH & SAFETY AND PROPERTY**

- (i) **Unapproved Minute of Leisure & Culture Dundee Health & Safety and Property Committee held on 22 May 2020**

The above unapproved minute was submitted for information and record purposes.

The Chair of the Health Safety and Property Committee reported that discussions were ongoing to ensure there would be adequate PPE, signage and health and safety equipment at facilities to ensure both staff members and the public were confident to return, and the likelihood was that there would be a phased reopening of facilities. Contact had also been made with contractors to establish if any outstanding works could be undertaken during the lockdown period.

Challenges had been faced when introducing Golf, particularly surrounding the introduction of an online only booking system. Discussions would continue with Dundee City Council to explore additional provision of IT support in the future.

## **8. CONFIDENTIAL – L&CD RECOVERY AND REOPENING PLANNING FRAMEWORK**

Report L&CD 04-2020: L&CD Recovery and Reopening Framework was presented by the Managing Director for consideration by the Board.

The Managing Director briefed members on the content of the report, following which an opportunity was given for the Board to discuss its content.

The Board remitted the Managing Director to progress the proposals contained in the report, subject to minor revisions relating to the phased opening of facilities.

It was further agreed that early discussions be held with the Chief Executive and Leader of Administration, Dundee City Council, to consider how both organisations could best support each other moving together, and that a Critical Path Analysis for Leisure and Culture Dundee be undertaken.

## **9. SERVICE UPDATES**

### **(i) Sport and Leisure Services**

The Head of Sport and Leisure Services advised that whilst all facilities had closed to the public, some had remained open for staff such as the Wildlife Centre. Due to a lifting of lockdown restrictions, Golf re-opened on 1<sup>st</sup> June 2020. This had resulted in an increase in Golf memberships. Online fitness classes were also being provided for the public, which had been very successful.

Whilst a high proportion of staff had been furloughed, provision was still being made to undertake necessary building checks across the service. Active schools were continuing to work with Children and Families Services colleagues in community hubs, which would continue over the summer period.

Efforts were now focussing on how to safely bring staff back as restrictions were easing, and how this might look for service provision in the future.

A query was raised regarding the feasibility of revisiting the provision of golf facilities across the City. It was noted that this particular proposal was no longer the remit of Leisure & Culture Dundee.

### **(ii) Cultural Services**

The Head of Cultural Services advised that whilst the majority of Cultural Services staff members had been furloughed, essential building checks were continuing, and remote working, where possible, had proved to be successful. Box Office and Caird Hall were continuing to operate at a reduced capacity & for Caird Hall, for secondary purpose i.e. Blood Transfusion Service use of Marryat Hall, and also for a socially distant meeting venue.

A roadmap for Cultural Services had been produced, and it was noted that whilst some facilities may open in Phase 3, due to distancing issues in many venues it was unlikely that they could open until phase 4.

Work was ongoing with Dundee City Council to ensure that Cultural Services would play a pivotal role in the social and economic recovery and regeneration of the City centre. Furthermore, it was noted that this challenging time was providing an opportunity across all services to test contingency plans /staff resilience, to monitor how the public were accessing services and build on this baseline for the future.

### **(iii) Library and Information Services**

The Managing Director highlighted service provision that had continued such as online library services including storytelling. Central Library had also provided an invaluable hub for Third Sector partners in the early stages of lockdown.

Building checks continued and any concerns raised with Dundee City Council for action.

Efforts now were focussed on ensuring that facilities would be ready to reopen and strategic work had commenced to consider how existing services could be provided post lockdown particularly for vulnerable customers.

## **10. AOCB**

The Board agreed that it would be necessary for additional Board meetings to be held, and dates for these would be circulated in due course.

## **11. DATES OF FUTURE MEETINGS**

### **(i) Date of Next L&CD Board Meeting**

Wednesday, 29 July 2020 at 2.00 pm – details to be confirmed

(ii) **Future Meetings**

**Wednesday, 30 September 2020 at 2.00 pm**

**Wednesday, 11 November 2020 – 9<sup>th</sup> AGM and Post AGM Board Meeting (12.30 pm start)**

**Wednesday, 2 December 2020 – at 2.00 pm**

Sinclair AITKEN, Chair